



innovation. intelligence. integration.

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# DHL LEADS OUR WAY TO ISRAEL

At the first local CIOmove to the DHL Innovation Center CIO David Thorne will launch the discussion on how to combine innovation and security. The first **19 topic proposals** for Israel came out of this discussion on that rainy November day in Germany (see page 14).

Why **Israel**, you might ask. Why is the next CIOmove going to a country that harbors a lot of conflict?

At the last CIOmove to Spain participants filled out a destination survey. Tel Aviv and New York tied for first place. On a scale from 1 to 5, both cities ranked at 1.9. For the sake of comparison: Cluj in Romania ranked merely as a 3.4.

The organization team then had to decide between New York and Tel Aviv. We chose to go to Israel for three reasons:

1. Israel has an excellent investment climate. Companies are open to **innovation** and Tel Aviv is a city with a yearly venture capital budget of approximately 2 billion. At the same time Tel Aviv does not garner as much attention as Silicon Valley where innovations are often overrated.
2. Israel dominates in cyber **security**. Security was the topic with the highest demand at CIOmove 2017 (6 out of 32 work groups tackled topics around security and risk management).

3. As a **global** organization we denounce any travel bans like the United States have established recently. It is unfair and stupid to ban citizens of non-democratic states, especially to ban those who want to change their governments.

We send our apologies to Professor Art Langer and hope that his invitation to **Columbia** University in New York will still stand in 2019, when politics may have changed. And we are sorry to disappoint Gökhan Bilge who invited us again to come to Istanbul. As long as critics of the regime will be arrested, Turkey will not be an option for us. CIOmove depends on freedom and diversity.

Israel's politics is not without blame. We still decided to go to Tel Aviv because this city has a very strong progressive element which we'd like to support. Besides Israel is safe for travelers. And it is fun.

We hope to see you all on April 27 in Tel Aviv

The CIOmove Team

Check [www.ciomove.com](http://www.ciomove.com) or contact [horst.ellermann@ciomove.com](mailto:horst.ellermann@ciomove.com) for further info about Israel





**Sundi Balu**  
CIO of Telstra, Hongkong:

“What I enjoyed best 2017 was the sharing of ideas with participants from Africa and learning about that market.”



**Paul Contino**  
CIO of Guthrie, USA:

“As for Israel – it is a beautiful country. There has always been tension but no matter where you travel in the world you have risks. We were just in Barcelona and look at what happened there. Can’t stop living your life because of the actions of a few.”



**Michael Loechle**  
Group VP ABB, Switzerland:

“At CIOmove 2017 I learned that even colleagues from completely different industries face similar issues. They also put on their trousers one leg at a time.”

**Imprint**

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Mini Motorsport (part of the BMW group) at the FIA cross country rally world cup 2017.

BMW

# ONE-SPEED-IT

CIO Klaus Straub has said good-bye to the bimodal IT idea. Since June 2017 he has been converting projects to be 100 % agile. He considers the Gartner approach of 2-Speed-IT a failure.

It appeared so logical: In order to increase the speed of IT, the Gartner analysts recommended the bimodal approach. This meant that legacy systems would continue to be maintained by (old) IT personnel according to the waterfall method. This would ensure that certain Java-Freaks would not tamper with core systems without appropriate testing and documentation. The CIO uses the agile IT staff, who do not have the patience for clean system specifications, for apps and for everything else that needs to be hip, chic and fast. This was the idea behind 2-Speed-IT. Klaus Straub says: "This doesn't work."

This groups him with the many skeptics who think that Gartner's idea might be good for a transition period, for a time when old-time software programmers come to grips with the term "time to market". For organizations where developers rely on extremely detailed specifications, 2-Speed-IT could be an introduction to a new approach. It is not suitable for the long-term restructuring of an IT department, says Straub. "Until September of last year I still pictured a bimodal world, but then this concept stopped making sense for me."

The main criticism: no employee wants to belong to the slow group. Straub says, "And how will you decide who can board the fast train and who has to stay on the slow one?" A technical answer does not suffice nor does a regional one. There is simply no technology or organizational realm that is 100% in the slow or fast category. If you want to use speed as a differentiating criteria, you have to build an organizational structure which does not only organize staff according to competency and reporting structure, but also according to slow versus fast. This would create a three dimensional matrix, something that, Straub says, no one will be able to understand.

For this reason the motto "100% agile" is now the rule at BMW. IT management made this radical decision in November of 2016. In May, Straub obtained the official approval for this concept by senior management which is important because the work between departments also has to change. Since June 1st all projects are gradually being converted to agile projects. Straub predicts that this process will take 3 years. At the end of 2019, all of the 300 current IT projects at BMW will be agile. Projects that have been managed through waterfall for the past year and a half and are only 50% completed will not be converted.

In order to create more acceptance, Straub has printed postcards with funny illustrations that debunk the five biggest myths about the agile method:



Klaus Straub, Group-CIO of BMW

## 1. Agile Development is Chaos and Anarchy

**False:** Compliance, data security and architecture will also be maintained in an agile environment. Independent and interdisciplinary teams take the responsibility.

## 2. Agile Development means Working without Plans or Goals

**False:** Content planning happens according to user stories that have been prioritized by the product owner in the backlog. The development team estimates feasibility and implementation requirements. Plans will be regularly revised in Sprint Planning Meetings and achievement of goals will be continuously monitored by Sprint Review Meetings.

## 3. Agile Error Management Fail Fast Approach and Quality Assurance do not get along

**False:** Agile is not simply fast. Testing is integrated into the development cycle. Errors are detected early on. Formal training from mistakes is part of the agile culture and guarantees higher quality than traditional development.



BMW training center - metal mechanics workshop

#### ➔ 4. Agile Development does not need Documentation

False: Documentation is limited to essentials, for example

- Exploratory phases
- EPICs (development requirements on an abstract level)
- User Stories (more specific development requirements)
- Important information for use and employment, ongoing development and possibly proposals for bids

#### ➔ 5. Agile Development makes Managers redundant

False: Managers do not become redundant in an agile environment, but their roles change. They support employees in their personal development. They provide for a culture where agile values are lived out. They create a framework for self-directed work within a team.

The last postcard is especially controversial. Is it true that managers simply work differently? Do they not become redundant? About 2000 employees of the BMW IT group have already changed managers because of the agile re-ordering of responsibilities. Straub assures us that even the waterfall representatives are starting to have fun with

the agile approach to work. "If someone had responsibility for 150 products before and now only manages 120, that is not a painful change, but on the contrary: there are many team members who are happy to really work IT again."

Straub is not the only one who considers bimodal IT a mistake. There are more examples of 100% agility in other sectors. The Dutch CIO of ING Bank, Ron Van Kemenade, has radically restructured his IT organization and has just earned the title "European CIO of the Year" for this achievement. ING Bank employs 52,000 employees worldwide, of which 10,000 work in IT. Almost 3000 developers work in an agile environment in Amsterdam alone. In the meantime, a small tourism stream of astounded CIOs has started to visit the center, partly due to Dorothee Appel, COO of the IT department of the bank. The ex-BMW employee invites with missionary zeal CIOs who cannot believe that the core systems of a bank can be managed in an agile environment.



Her boss Van Kemenade, just like Straub, does not appreciate two speed IT because it robs employees of their motivation when they do not belong to the fast team. In contrast to Straub, Van Kemenade admits to having lost several hundred employees who did not want to change to an agile work style. Not all senior managers are comfortable with the thought of giving responsibilities to scrum-masters and product teams. Van Kemenade regrets this, but considers the loss of employees an easier burden than trying to manage the divide between slow and fast IT. Of course, ING also has legacy systems. According to Van Kemenade they can also be maintained in an agile manner, just as the development of new hip apps.

Are ING and BMW using false labeling when they talk about 100% agile and at the same time maintain systems that only go through a new release every six months? The good old waterfall method has not stood still. Even in the 80's there were agile elements. Straub says, "Yes, but they were different. In the meantime ITIL and all processes are much better thought through." Only now can we really talk about agile and this way even become more decentralized.

The goal is that soon all 4500 employees in the BMW IT group will use the agile method, even those who work in IT maintenance and do not develop anything themselves. It is not about making the incident process agile. "There, I want to have only one process and not 150 different ones", says Straub, but in the cooperation with developers the maintenance teams need to understand how the new methods work. Moreover, the CIO would like this spark to jump over to other departments who can then manage BizOps instead of DevOps. There are already projects in the logistics and sales departments where the envelope of agility is being pushed in cooperation with IT. Straub says: "We are the first who think this far ahead in agility in an industrial context."

#### TOPICS OF KLAUS STRAUB

##### 1. Industrial Internet

- changes production as well as development and sales.

##### 2. A customer centric approach

- requires to think along multiple channels: the customer wants the same reliable information from the dealer, the call center, the app and finally the car.

##### 3. The vehicle as part of the Internet

- is a source for Big Data and opens up whole new business models.

When asked which topic he finds most fascinating, Straub answers, "All three, but for me personally one major change would suffice."



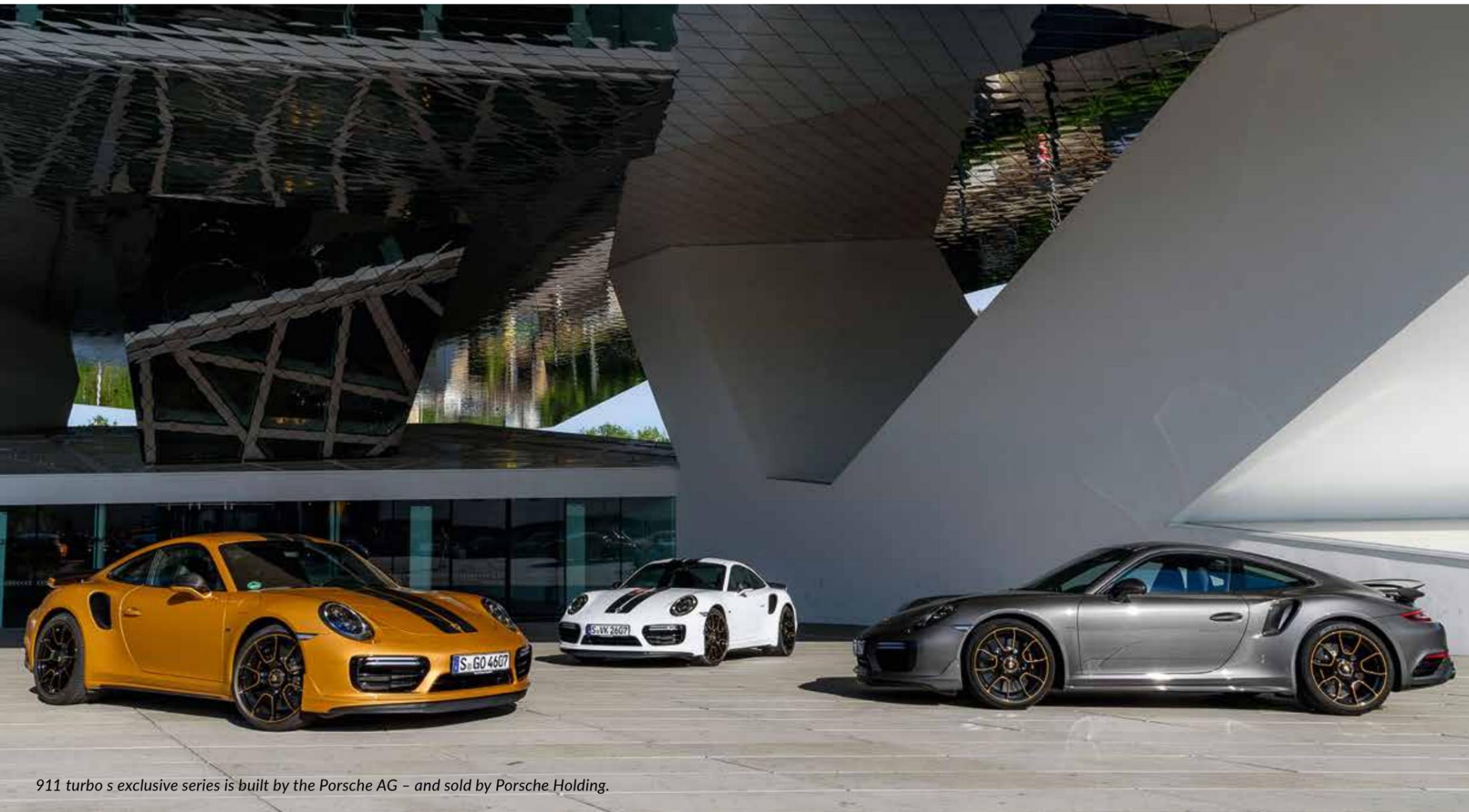
Training Center - Electronics workshop (11/2017)



The FIA cross country rally world cup took place in Brazil 2017.

# LOTS OF MONEY AND LOTS OF IDEAS

*Europe's largest automobile dealer is doing well – despite the diesel scandal. This makes room for innovation. Manfred Immitzer and Rainer Trischak, Managing Directors of Porsche Informatik, explained how and where Porsche generates new ideas.*



911 turbo s exclusive series is built by the Porsche AG – and sold by Porsche Holding.

First a short explanation for the confusing names. Porsche Holding is neither Porsche SE nor Porsche AG. The latter loves to build luxury vehicles and is part of the Volkswagen group. Porsche SE holds the majority of common shares of Volkswagen AG. Porsche Holding on the other hand belongs 100% to Volkswagen AG. And Porsche Informatik is an IT subsidiary that is held 100% by Porsche Holding. So much for the complicated administrative structure.

In comparison, Porsche AG has built almost 130,000 cars in the first 6 months of 2017. Porsche Holding has sold large chunks of the more than 5 million cars that Volkswagen robots built during the same time frame, which, by the way, is an increase over the previous year. And Porsche SE will likely earn around 3 billion dollars in 2017.

More than half of it has already been secured at the middle of the year by the owner families.

Manfred Immitzer, Chief Digital Officer and one of the Managing Directors of Porsche Informatik said that it also took him some time to understand the connections within the Volkswagen group. Since 2016 he has been managing Porsche Holding together with his colleague Rainer Trischak. And he is still puzzled by how some things are so different in the Austrian headquarters in Salzburg.

Idea management, to name an example. "In a traditional company culture substantial innovation in the digital world is impossible", said Immitzer. "And three town hall meetings alone do not bring about change either." The American, or also Israeli, way "fail fast, learn fast" only works in a company culture where failure does not cause shame,



## MANFRED IMMITZER

Manfred Immitzer held different management positions at Siemens before becoming CIO of Nokia Networks and later CIO of the Nokia Group. In this role he won the "Global Exchange Award" in Munich in 2013 and the "Global Telecom Business Innovation Award" in London. With a PhD in Physics he now enjoys his time as Managing Director of Porsche Informatik in Salzburg.

as is unfortunately so often the case in German and Japanese companies.

In order to sustain innovation, immitzer and Trischak name three prerequisites:

1. The IT added value needs to be high (does not work well in outsourced models).
2. IT needs a modular, agile architecture and organization (does not work well in 2 Speed-IT).
3. IT management needs to manage disruptive topics to

learn quickly through a managed “idea funnel” which ideas work and which do not (does not work well in traditional management structures).

**Regarding 1:** “To build yourself is better than to buy”, stated Immitzer. Porsche Informatik never relied on outsourcing. “In other places hundreds of employees do nothing but architecture, requirement and provider management”, joked Immitzer. “Here everyone writes their own programs. And we design the whole stack – from the company model down to the code. This is the true power of our system”. IT at Porsche Holding does not have a traditional supplier management. This is good because, according to Trischak, “digitalization is not a mass market but a boutique business. That was the same with music and travel and will be true for cars as well.”

If you want to digitize, you are better off to not outsource IT to service providers because they just understand the mass market. Immitzer stated: “Based on my past in Telecom, I feel confident saying that the car is also becoming part of a digital service chain”. For a smart expansion of services, services will be needed that are not or not yet available through other car manufacturers. Standard packages by IT service providers do not suffice especially since the automobile market is in the process of dramatic change. “IT services used to target the dealers, now services target the customer directly”, said Trischak. This is a clear trend in the automobile market, not only for the Porsche Holding in Salzburg.

**Regarding 2:** To market to the end user in a boutique style, it is best done with agile development. Immitzer said: “The last 15 years were determined by ERP, where a waterfall approach could still have worked for development. However, in a data-driven economy this approach (and all its ensuing models like waterfall scrum) is much too slow.” Immitzer and Trischak aim for a life in Co-Creation and without specification books. “We want to put the customer in the center as in native digital platforms. The key is to use the continual feed-back from the customer as quickly as possible for subsequent development.”

A few times this has actually worked. In the connected car the service app from Porsche Informatik takes care of the service agreement, processing and the service payment to the dealer. Customers only need to use the app from their living room to confirm suggested appointments and to release additional updates. Connected cars can do all this. Trischak: “For the next 7 years we will still have more than 50% of the cars that are older on our streets. For these cars Porsche Holding has built the “DiBox”, a retrofit set for the OBD interface (on board diagnosis).” Immitzer: “To build an app is the easiest. The real art is to digitize the whole transaction process and to integrate the equivalent older systems.”

Should developers take the bi-modal approach, the Gartner approach of two speeds? Immitzer says no. He, just like the BMW CIO, considers splitting the IT team not to be productive. If at all, the buzzword bi-modal should

## PORSCHE – THE LARGEST CAR DEALER IN EUROPE

It used to be that a customer visited a dealer on average seven times before he/she bought a car. Nowadays it is only once or twice. Porsche Holding Salzburg embraces this change in 26 countries in Europe, Asia and South America. With 35600 employees and 21 billion Euro in sales, Porsche Holding is the largest automobile dealer in Europe. It sells all models of the Volkswagen Group.



Manfred Immitzer and his managing colleague Rainer Trischak

only be used in innovation management when the projects can actually be sorted into two separate boxes.

**a. Transformation projects.** “I do not need a new model, everything happens in planned steps. When Porsche Informatik builds an online credit check into online sales, I know what to achieve and I can calculate the business case”, said Trischak.

**b. Disruptive projects:** “I do not know what I have to achieve exactly in a retrofit set for a connected car as an example. It is not clear how broad the applications will be for the future ecosystem of connected cars – beyond fleet management and driving style dependent insurance options”, said Immitzer.

**Regarding 3.** Innovation needs proper governance. For this purpose Porsche Holding built an “idea funnel” where only a few, but the right innovations drop out at the end. This funnel can cost up to 30% of the innovation process. That is relatively high, considering that this leaves only 70% for the development of the truly excellent ideas. Immitzer and Trischak still approve this approach since there are many good and diversified idea generators at Porsche Holding. To capture all of these in a systematic approach requires this level of effort.

Immitzer and Trischak list the major idea generators:

**a. Their own employees:** 35600 people were employed by Porsche Holding at the end of 2016, 500 of them by Porsche Informatik, of which 450 develop software. “If I have to outsource each Java project, I am at the mercy of the service provider – but this way we are extremely fast and capable,” confirmed Immitzer in his opposition to outsourcing.

**b. Universities:** “We collaborate with the University of Salzburg and the FH Salzburg, sometimes also with Vienna”, said the born Austrian. “ For the summer a three week seminar “Speculative Design Workshop” is planned where we will try to anticipate social, energy and traffic concepts

for the decades ahead - not only with IT people”.

**c. Hackathons:** Porsche Holding puts this on once a year. Representatives from business and IT describe their requirements in the so called “innovation engine”. An agency then performs the scouting for suitable participants in Europe and Israel. Two successful apps have already emerged from the hackathons. In “Car Snap” the road becomes the sales floor. A user snaps a picture of a car and the system tells him what model it is and where he can buy it new or used. In “Smart Driver” the app measures how economically (and ecologically) the driver accelerates and brakes or drives in curves – a basis for a driving style dependent insurance.

**d. Partner ecosystem:** The suppliers are meant here. Immitzer and Trischak count mainly on two development partners who report quarterly about innovative ideas in other branches of industry. They call these idea sources their “coral reef”.

**e. Local start-ups:** Apart from the hackathons Porsche Holding tries to stay in contact with local startups. An example is the Austrian startup that has perfected the recognition of handwritten invoice corrections. Based on this technology automated corrections have been expanded and optimized.

**f. Customers:** Not only end customers are meant here, but also car repair shops. Their closeness to the end user generates valuable ideas that no individual repair shop can address.

It does not matter which of the six sources produces the best idea. With the “Digital Ecosystem Management” Immitzer and Trischak want to create new platform business – the known principle of the Digital Giants. In conjunction with Apple and others, the CDO remembered: “To build end user ecosystems that compete with Google and Amazon makes no sense. It is true that “if you can’t beat them, join them.”



The next disruptive change for car dealers: Autonomous driving like in this Volkswagen model

# DRONES, ROBOTS & DAVID

At the DHL Innovation Center CIO David Thornewill explained his idea of how to combine the polar opposites of security and innovation. The following discussion triggered the first 19 topic suggestions for the "big" CIOmove to Israel.



David Thornewill with one of the collaborative robots at the DHL Innovation Center

The German postal group "Deutsche Post DHL Group" (DPDHL) has its own innovation center in the small city of Troisdorf close to Cologne in Germany. Not only logistical solutions are developed there together with customers, industry experts and scientists. This is where CIO David Thornewill presented the anticipated changes for his industry and how they are going to gain a foothold in a company of about 510,000 employees. In November 2017 eighteen CIOs plus six CEOs of startups from Israel came there to discuss Thornewill's ideas – and to develop more topics for the "big" CIOmove to Israel in April 2018.

Robots work in the middle. These are so called collaborative robots who in conjunction with human colleagues can tackle difficult or repetitive jobs in a warehouse. Their abilities are being showcased on a round podium in the middle of the innovation center.

DHL is also testing an EffiBOT, a fully automated robot transporter that follows warehouse workers and can carry heavy loads. When the human stops, so will the transporter. If other workers are crossing the path, the transporter waits and then continues to follow the assigned warehouse worker. It recognizes his or her legs. "We are searching for machines that work effectively with humans – and do not replace them" says David Thornewill, CIO of the Deutsche Post DHL group and one of the five CIOs in the 510,000 employee company.

Logistics is an industry that will experience very disruptive innovations over the next years. Robots are not even the biggest game changers. However, they illustrate innovation in logistics well and are therefore in the middle of the innovation center. In their vicinity, three other technologies catch the eye of the visitor.

## 1. The Electric Post Van

This is not the biggest innovation and not really disruptive, but behind it is one of the best stories on how the search for new ideas produces new business models. Jürgen Gerdes, member of the board at DPDHL, did not find what he was looking for at the largest automobile manufacturers. He wanted a cheap and functional model for his fleet of 80000 transporters in Germany. After Volkswagen told him, that this number is too small and not worth developing something special, he decided to build his own.

Together with the StreetScooter GmbH, which was taken over by the Deutsche Post in 2014, and the University of Aachen (RWTH), Deutsche Post constructed a custom made transporter. 5000 examples are already



Udo Milkau  
Director at DZ BANK

### Topic 1 for Israel: [Blockchains for Banks](#)

#### Topic Cluster: Innovation

"At DZ Bank we are looking to where and how we can use [Blockchain](#) in an everyday practical manner. This implementation does not aim to change the world, but it is the next step to automation, optimization, to increased integration and improved processes."

### Topic 2 for Israel: [Social Aspects of AI](#)

#### Topic Cluster: Integration

"When it comes to the implementation of Artificial Intelligence a main consideration is the communication with employees. Statements that lack the necessary sensitivity tend to create fear. AI has a [social dimension](#) which is important to take into account. It is more than just the technology, communication and social implications play a major part in the implementation."

### Topic 3 for Israel: [GUI for RPA](#)

#### Topic Cluster: If else

"[Robotic Process Automation](#) (RPA) will play an increasingly important role across industries. It's about connecting systems in a new way – no longer with mechanical components but with Graphical User Interfaces (GUI)"



David Thornewill  
EVP, CIO at DP DHL

### Topic 8 for Israel: [Collaborative Robots](#)

#### Topic Cluster: Innovation

"For us robotics – especially [robotics](#) that coproduce with humans – are extremely important. It comes along with IoT in a wider sense of using it within our company, within our warehouses to optimize for health and safety but also for the more and more seamless connectivity with our customers and suppliers."

**Riccardo Sperrle**  
IT-Facilitator & CIO  
of Tengelmann



**Topic 5 for Israel: Coping with Real Time Data**

**Topic Cluster: Intelligence**

"With the rise of IoT we will discuss things like real time data capturing because there is much more data which we are able to capture. We only have the chance to store one percent of incoming data but we have to look at much more relevant data.

**Topic 6 for Israel: Digital Competence for the Non-Elite**

**Topic Cluster: If else**

"We cannot expect digital competence in everybody. We are a kind of digital elite. But 90 percent of the people outside are far behind us in thinking about digital opportunities. A lot of people are lost in the digital world. We have to bring them on board."

**Alexey Khorunzhiy**  
CIO, Otkritie Broker



**Topic 10 for Israel: Being Agile and not Vulnerable**

**Topic Cluster: Intelligence**

"The main challenge within the next year is going to be more digital, more agile and at the same time not more vulnerable to cyberattacks and organizational threats. These are our biggest issues. Blockchain and other new technologies will bring revenue to our shareholders and customers, but at the same time **expose us to new vulnerabilities**. In Israel there are more than 500 startups for cyber security and that is a good illustration of the importance of this topic."

cruising along the streets of Germany. "Car manufacturer" DPDHL is now boosting production in Aachen und is planning to open a second factory in North Rhine-Westphalia. Their own fleet is increasing constantly. Demand also comes from municipalities, manufacturing and mid-size delivery companies.

Funny detail: One of the "mid-size delivery companies" asked to test the StreetScooter. DPDHL agreed and found out by the tracking system of the transporter that the model ended up on the test track of Daimler. Germany's second biggest car manufacturer obviously found it embarrassing to ask the parcel deliverer directly whether they could test the new competitor.

**2. Unmanned Aerial Vehicles**

In 2014 DPDHL made headlines when it flew the unmanned packet helicopter "Paketcopter" to the North Sea island of Juist to deliver medications. This was right after the Amazon drone was making an appearance in the press. In 2016 the "Paketcopter 3.0" flew to its own Skyport, an in-house developed packet station in the Bavarian Alps.

**Tom Linckens**  
EVP & CIO at Bertelsmann



**Topic 4 for Israel: Better Leverage for the Team**

**Topic Cluster: Integration**

"What's on my mind is how IT organizations actually deal with the tsunami of new technologies that are maturing very fast - faster than ever before. We typically have great technology capabilities in organizations. But many organizations have not yet found the way to leverage that potential. I think this needs to be discussed within the CIO community. The question is not what happens to the role of the CIO, but rather how to **leverage the capabilities** in our teams and beyond for the good of the company and the digital transformation.



His eyes indicate the baxter robot is not so sure what his master wants him to do



Jan Babst, CIO of Logista, followed by a faithful wagon that remembers the shape of his legs

**Mary Sobiechowski**  
Ex-CIO of Kanthar and  
Partner of Fortium



**Topic 14 for Israel: Machine Learning for Business Units\***

**Topic Cluster: Intelligence**

"Organizations have always looked to the CIO to bring data under control via automation and storage. Over the next few years, business gains will come from extracting the right data at the right time. Machine learning will turbocharge the use of data sets to find patterns, insights and anomalies for added value in any area of the business with not only big but also wide data. I really believe that we need CIOs to **get machine learning to the business units**, to the people that own the data sets and help them to understand what machine learning is and how they can use that for their advantage. That's our starting point where we haven't got very far. CIOs can really help at this point and get the business units to understand their data sets.

**Topic 15 for Israel: Managing Change with IT Employees\***

**Topic Cluster: Integration**

As CIOs we really **disrupt our employees** a lot with our new ideas. What we need to think about is how it affects them. We took the server huggers and made them understand the cloud and managed services. Now we need to think about what to do with all the cloud people and with all the developers and the DevOp employees. How are they going to handle moving to AI and robotics. How do we train them in machine learning, data science and all the other disruptive things."



Is this robot looking in the right direction? First learning of the "Mini CIOmove" at the DHL Innovation Center: We really have to train our new colleagues.

**Robby Wirth**  
Founder of Acent



**Topic 16 for Israel: Edge Computing\***

**Topic Cluster: Integration**

"We move our data power back from the central data center to the edge. That means that we partly move away from our cloud business. **Edge Computing** is driven by IoT but it will spill over to other markets."

**Topic 17 for Israel: Work-Life-Balance for Experts\***

**Topic Cluster: If else**

The way we will work and hire people will change dramatically as we encounter a shortage of qualified experts. People nowadays have higher requirements in terms of **work-life-balance**. A fast career is no longer the only goal and young IT professionals might not be motivated to become CIOs. They prefer to work on interesting projects and enjoy their life outside of work. Organizations have to change in order to attract and hire these individuals even if it is only for short term projects.

**Adam Wolman**  
VP Sales at CyberX



**Topic 11 for Israel: Detecting APTs with AI\***

**Topic Cluster: Intelligence**

"I'd like to talk about industrial IoT which is one of the hottest topics for the next years. The key for doing it in the best manner is machine learning (other call it 'Artificial Intelligence'). That is the way to detect anomalies and **Advanced Persistent Threats** (APTs) as soon as they happen, especially in what is called critical infrastructure, industrial control systems, whether it is energy, water, rail or even manufacturing."



First "Mini CIOmove" at the DHL Innovation Center. Amongst the movers: Daniel Hartert, Bayer; Tom Linckens, Bertelsmann; David Thornewill, DHL; Udo Milkau, DZ Bank; Christof Meier, Gauselmann; Burkhard Kehrbusch, GfK; Jan Babst, Logista; Kian Mossanen, Osram; Alexey Khorunzhiy, Otkritie; Konrad Schneider, Seat; Sönke Frenzel, s.Oliver; Marek Niziolek, Synthos.

**Shahar Alon**  
BizDev at Checkmarx, and  
Co-Founder of the India Israel  
Cyber Alliance Community



**Topic 13 for Israel: Training Developers for Security\***

**Topic Cluster: Intelligence**

One of the most important things of the future is training developers on security, so that they know how they can avoid vulnerabilities in code and applications they develop. Yesterday mechanical tools like cars and trucks are now hardware, and you need software to operate them. **Developers always create vulnerabilities** when they create software. They do amazing things, but they lack in knowledge of secure development.

That is a spectacular sight and spurs on wild fantasies. In the meantime DHL has successfully completed the testing of this drone. In the innovation center you can still see the tilt-wing UAV, a high flyer with airplane wings. In the "DHL Logistics Trend Radar" drones belong to technologies which will only really start to serve human beings in the next 5-10 years. Right now DPDHL works closely with the German air traffic control to integrate drones into safe air traffic.

### 3. 3-D-Printers

To transport rare replacement parts will soon be more expensive than to print them on location. For now this is only true for very few parts. However, this could change in the future. Joseph Scott Schiller of the DHL partner HP compares 3-D technology with the PC in "Logistics Trend Radar". The PC revolutionized the world in 1980 and HP (-Print) wants to be heading up the next revolution. Does

this disruptive change frighten logistics people? “Why should we be afraid?” asks Thornewill, “3-D-Printers will also need to have raw material delivered to them and not all products will be made with 3-D-Print. We just have to study this new market in time and that’s what we are doing.”

Upon further consideration there is a lot more technology in the innovation center that makes it worth a visit. Many different kinds of data glasses can be found in the subject container of “Augmented Reality”. A Smart car parks as a stand-alone packet container next to a packing station. Whoever wants to experience a modern delivery

truck, can sit in the cockpit of a Volvo truck where sensors blink in every corner. For logistics people these are all parts of a “multi-purpose network. Only “tube logistics” are not yet shown in the DHL center in Troisdorf. This technology is based on Elon Musk’s “Hyperloop”, where goods and people rush in containers through vacuum tubes.

DHL Trend Research identifies 12 technology and 14 social & business trends in its “Logistics Trend Radar”. The topic “security” is not identified as a separate trend, but is an important part in many scenarios. In this area DHL has come up with an innovation that has already become a product: “Resilience360” is a risk management solution which studies risks along the delivery chain of worldwide companies. What effect does an earthquake in country A or a rebellion in country B have on the delivery to country C?

CIO Thornewill really enjoys playing around with this tool. Why is it that in most corporations only CIOs find it fun to play around with the topic of security?



The Baxter robot gently lifting parcels to support employees.

**Andreas Resch**  
Ex-CIO of Bayer,  
Partner at Modalis



**Topic 18 for Israel: Cyber Privacy\***

**Topic Cluster: Integration**

“We are having intensive discussions concerning unauthorized access to our systems and companies. But besides unauthorized access there is legally allowable access to a lot of data, and CIOs are part of the system which is collecting data to a degree which had been unexpected in the past. I think we have to start a discussion about our responsibility as CIOs to deal with the data of so many individuals. This is a topic which I would propose for CIOMove: how to take on our responsibility concerning the cyber privacy of individuals. We are in fact at a starting point with this discussion about how we can establish processes and procedures. 20 years ago you were private by default. Nowadays that is totally different: **you are public by default** and need to establish a certain effort to become private again. You need tools and assistance for that. That’s our goal and duty as CIOs.

**Topic 19 for Israel: Life after the CIO Job\***

**Topic Cluster: If else**

At an early stage of someone’s professional career it becomes highly attractive to be appointed as a CIO – the closer to the CEO the better. Having acted as a CIO for a longer period, the role becomes usually more of a burden than a beauty, more of a necessity than a virtue. Are there alternatives for the advanced stages of a successful career as CIO which provide more independency, more control of your working time and more focus on the really challenging topics of IT? What about becoming a consulting CIO in a commercial partnership exclusively with peers? What about tasks in supervisory boards or temporary tasks? Any experiences so far?

**Burkhard Kehrbusch**  
Global Head, Information  
Technology of GfK



**Topic 9 for Israel: Governance for the Cloud**

**Topic Cluster: Integration**

“I’m especially interested in **IT governance** and how that topic changes in the context of growing internet and cloud service usage. We are transforming the company, we are moving IT more and more into the cloud, we have to reconsider how we organize our IT governance.”

**Marek Niziolek**  
IT Director at the Synthos Group



**Topic 7 for Israel: Next Generation Security**

**Topic Cluster: Intelligence**

“One of the most important projects in my IT is the **next generation of IT security** solutions. I would like to share my ideas with my colleagues and discuss what are the most beneficial ideas or initiatives which should be taken into account.”



Riccardo Sperrle, CIO of Tengelmann, skeptically rethinking robotics

**Laly David, Business  
Development Partner at  
OurCrowd and Tal Bakish,  
CEO at VocalZoom**



**Topic 12 for Israel: Voice to Machine\***

**Topic Cluster: Innovation**

“The big topics are applications for AI and blockchain for different industries. As part of these topics it is an important issue to monetize services and data e.g. in connected cars and industries like automotive, gambling and retail. VocalZoom turns **the human voice** into the most natural, personalized and secure way to interact with this digital world.”

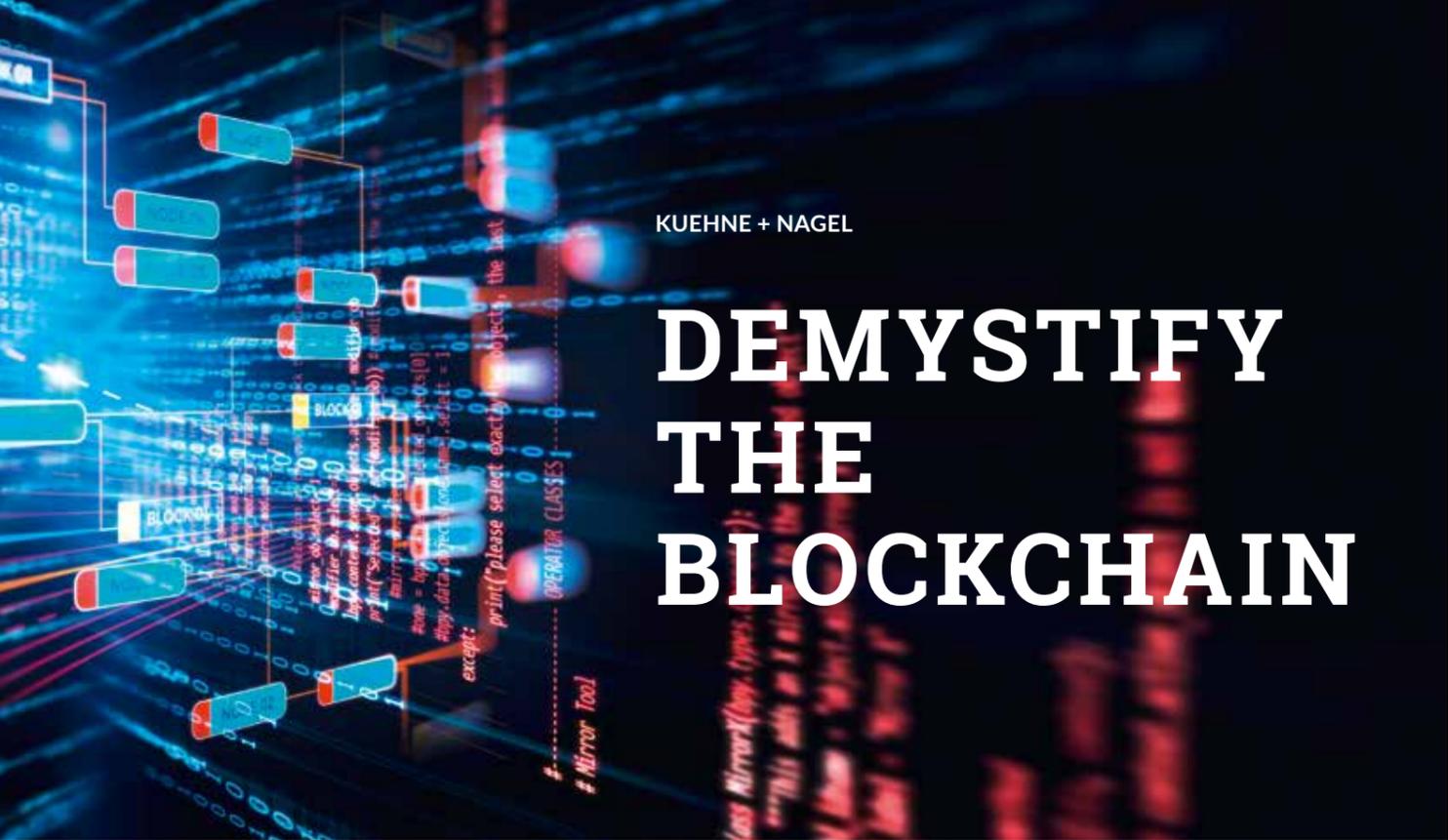
## THE METHOD OF CIOMove

CIOs will discuss 50 topics in small groups of no more than six participants for not more than one hour. CIOs choose four topics out of the 50 and will be informed about the other 46 via media. The method for matching peers and topics at CIOMove is comparable to “Syntegration” by Anthony Stafford Beer and “Open Space” by Harrison Owen. The aim is to connect as many participants as possible while gaining insights about all topics.

**Topics\*** at CIOMove will be clustered in the four fields of:

- **Innovation**  
(finding and adopting game-changing technologies)
- **Intelligence**  
(communicating more effectively with better data)
- **Integration**  
(making the business more efficient in processes)
- **If else**  
(topics that do not fit in the three categories above)

\* *Please note:* Every topic at CIOMove needs a CIO as “godfather”. A Topic can be suggested by IT-vendors or Ex-CIOs but will be included in the ranking of topics only if a CIO adopts it. The adoptions of topics will be done on the second day of CIOMove 2018, Saturday, April 28.



KUEHNE + NAGEL

# DEMYSTIFY THE BLOCKCHAIN

*Blockchain seems to be a new miracle in IT. Basically, the technology is an answer to a common quest: how to protect data or at least detect data from being hacked, attacked or simply being broken? In a database, entries are stored in a sequence, but how to protect data from being moved? And exactly here, blockchain is really helpful.*

Originally invented as a base technology for cryptocurrencies like Bitcoin in 2008, blockchain itself has become a hype topic. Following first applications in the financial sector, companies from different industries, including logistics and supply chain management, have recently started experimenting with blockchain technology in applications that lead far beyond the original scope of cryptocurrencies. In consequence, the technology has passed its climax in the Gartner hype cycle (as of July 2017), as real-world experiences take the air out of inflated expectations by revealing the actual potential and pitfalls. However, there are still many people who strongly believe that “blockchain has the potential to redefine transactions and change everything” (Goldman-Sachs).

It's about time to demystify.

From a technical point of view blockchain, is one way of implementing a database that can serve as a distributed ledger by providing a specific set of characteristics:

- public (not owned)
- append-only (no update, delete)

- shared/distributed between many nodes (decentralized, not centrally stored)
- constantly synchronized/replicated (keep all transactions up to date)
- secured by state of the art cryptography (tamper-proof, hacker-proof)

Well, just another database, you may think. Don't we have enough of them? Yes, indeed, we do, but in contrast to existing approaches, blockchain enables an infrastructure that is capable of facilitating transactions between peers in a network, without any intermediary or governing body. That means all peers are treated equal, no one has priority and the transactions themselves are secure, trustable and transparent. Obviously, these characteristics create some fantasy for highly valuable applications. Just to give you a glimpse: in the case of Bitcoin, blockchain enables the execution of financial transactions without any authorities in the middle (banks) for a market capitalization of more than \$40 bn.

Having an IT background, you now might be interested in how blockchain technically achieves such a distributed

ledger. First of all again, instead of a central authority, all members of the network can keep an own copy of the common ledger. Upon the submission of transactions by participants, the network nodes holding the ledger use a consensus algorithm for creating blocks from the submissions. If they agree, a valid block is signed and added to the chain. In addition to the transaction data, each block also contains a cryptographic hash of its preceding block. In this way, a chain of cryptographic interdependencies is created, which protects the chain's data against tampering. Any change in a block up the chain immediately alters the cryptographic hash of every downstream block. Hence, blockchain technology allows for distributing the same verified information among all network participants without the need of any superordinate authority.

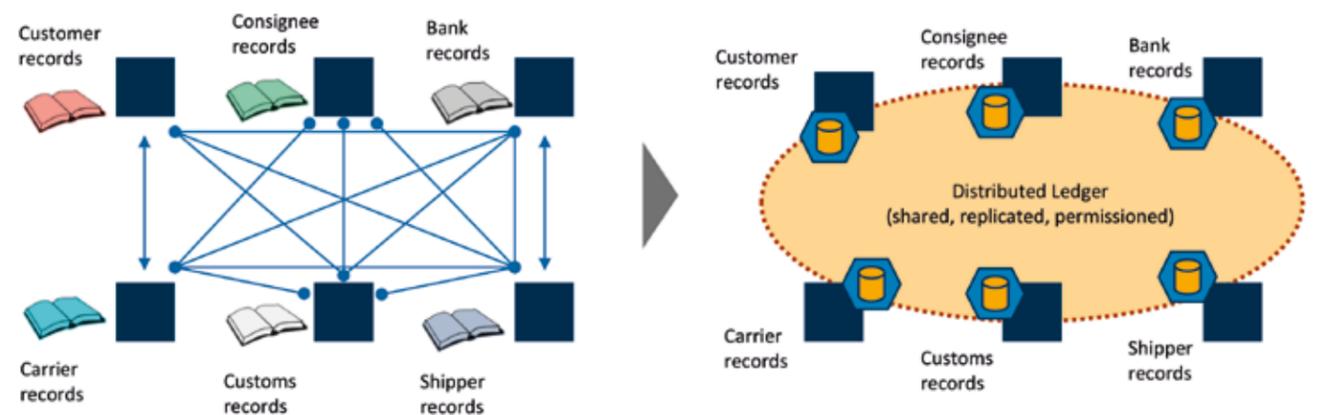
Today, we mainly see two different types of blockchain setups, i.e. public or consortium-based chains. The public approach is used for cryptocurrencies like Bitcoin, which have a huge number of nodes in combination with open, un-permissioned access. This setup suffers from delays in validation of transactions induced by the consensus mechanism as well as from a highly CPU-burning procedure for signing blocks. In contrast, consortium chains are applied in networks with a defined number of participants and few nodes that hold copies of the ledger. Here, access to the ledger as well as privacy of transactions can be controlled. Also, more efficient and therefore much faster consensus algorithms are applicable.

Now let's take a look at the requirements of the logistics industry. Even though we continuously work on digitization and seamless integration, transport remains highly dependent on a flood of paper that is often never digitized. Sending a bulk shipment of flowers overseas can generate as many as 200 paper documents from a dozen vendors. Just as an example, the bill of lading is used by exporters and importers, insurance companies, customs

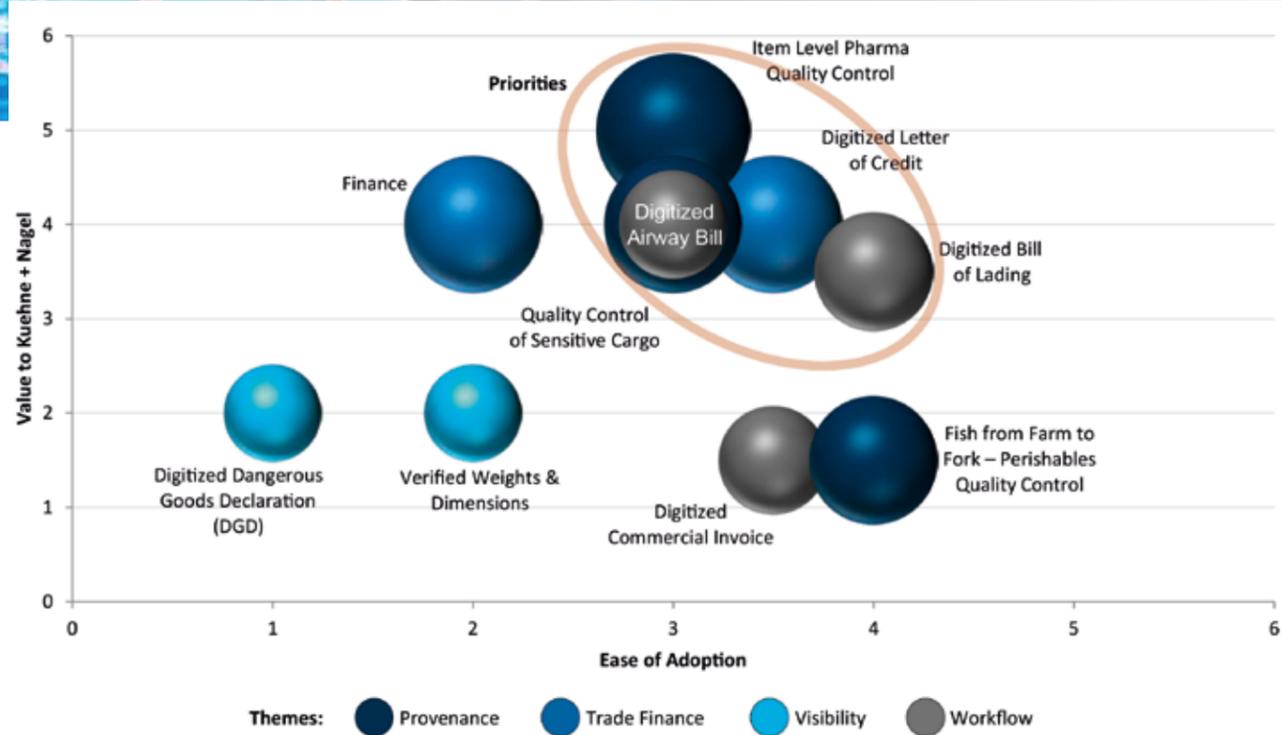
agents, terminal operators, freight forwarders, carriers, and many others for operational as well as financial purposes. Typically, the physical bill of lading is couriered overnight after the seller receives word that the shipment has arrived. A single small error on one of these paper documents can result in delays that spoil a shipment or hold up payments. Experts estimate the resulting cost of inefficiency to up to \$38 bn annually.

So, how can blockchain technology, a neutral distributed ledger for unalterably recording transactions with transparency on data integrity for all participants, help under these circumstances? In a blockchain-based supply network (see Figure 1), data that is required to be looked into and updated by various supply chain partners is stored in the ledger instead of replicating, exchanging and storing peer-to-peer data several times individually. This is similar to our efforts in SALOG where we moved 102 CIEL environments into one central system for imports and exports around the globe, the so-called 'one-file concept'. From this perspective, blockchain enables a 'cross-enterprise one-file concept'.

So, what are the actual promises of blockchain technology in our domain? We divided the potential benefits into four areas. Blockchain increases efficiency by eliminating time waste and errors caused by data re-reentry. Also, waiting times are dramatically reduced by the instant sharing of data with all authorized parties. Furthermore, the single source and single connection point concept eliminates redundancies. Automation of various actions, like payments, communication, or alerts based on events, becomes possible by smart contracts that are tied to the transactions in the ledger. Regarding accuracy, blockchain eliminates data entry errors since owners control their own data. The common master data enables everybody in the network to use in-sync and always use up-to date information. In addition, blockchain increases visibility.



# BLOCKCHAIN AT KUEHNE + NAGEL



Since the ledger is distributed and shared within the network trust among participants is increased without the need for upfront credit.

Furthermore, the gap towards integrators is bridged by simplifying multi-modal, cross-player, piece-level tracking. At the same time, the capabilities for performance tracking and benchmarking as well as the automatic identification of patterns and deviations are significantly improved. This leads to the final area of promises under the terms flexibility, reactivity, and proactivity, which covers the wide range of new opportunities derived from the characteristics described above.

As a first example, the always up-to-date information allows for managing occurring exceptions faster than ever by using an integrated exception handling. In addition, the common ledger fosters dynamic multi-modal re-routing, which creates new business opportunities for all participants. Setting up the consortium blockchain as a controlled but open eco-system helps connecting different parties and in consequence simplifies choosing services from a broad range of providers.

## Blockchain at Kuehne + Nagel

At Kuehne + Nagel we started looking into blockchain end of 2016. In a series of workshops, Kuehne + Nagel profes-

sionals identified and rated a number of potential use cases for blockchain technology. They have been clustered into the themes provenance, trade finance, visibility, and workflow (see Figure 2). Cases for which existing solutions already provide verifiable and trusted information like supply chain visibility, have been excluded from this overview. Aiming at customer excellence, a priority group of use cases has been selected based on customer value, value to Kuehne + Nagel, and ease of adoption. These cases are also enablers for further applications in finance. Following this initial exercise we did some technical deep-dive and started the journey of looking for potential partners in order to explore blockchain beyond flipcharts. In the area of sea freight, we are currently engaged in two proof-of-concepts (PoCs) on first applications of blockchain technology. In one case we are working on exchanging shipment data between existing systems of Kuehne + Nagel and those of our partner using blockchain technology. As a next step, transport documents will be included into the scope.

In a second activity, we are participating in an initiative that works on a PoC for exchanging the bill of lading between carrier, shipper, and forwarder from import to export via a joint blockchain-based distributed ledger. Further talks with banks for PoCs in the area of trade finance are in an early stage.

If there are so many promises and opportunities, what needs to be done to leverage the potential of blockchain? First of all, it needs a business network that is interested in streamlining and simplifying its interactions. To generate value from the blockchain technology, we have to develop applications on the infrastructure. Network partners have to agree on sharing data, knowledge, benefits as well as necessary efforts that relate to the creation and application of a distributed ledger system. They must achieve consent regarding the application scenario, and which data objects they want to store on the ledger for common use. Also, roles and permissions need to be defined that fulfill the requirements of confidentiality as well as joint usage of information. This is directly connected to the definition of use cases and corresponding business rules (smart contracts). From a rather technical perspective, the different parties need to agree on the consensus



Martin Kolbe is CIO and member of the board at Kuehne+Nagel, one of the leading logistics companies in the world.

mechanism, i.e. how changes on the ledger are confirmed by the participants. In summary, blockchain has the potential to make supply chains more digital and more efficient. Blockchain is an enabler of collaborative business networks and the supply chain industry may benefit from such a business model by eliminating inefficiencies and gaining speed. The still open question is what such a model might look like and to what extent it may change the roles of the different players in the market.

Currently, the launch of first prototypes across different industries is about to reveal the real-world potentials and limitations of blockchains.

Kuehne + Nagel is part of that journey.



Best of the CIO sessions

# TOPICS OF 2017

37 suggestions made the cut.



One of the 37 CIO sessions at the office of Osborne Clarke in Barcelona. In the background: La Sagrada Familia



Jon Upton moderating the session with Alexey Khorunzhiy, David Thornewill, Kian Mossanen, Catalina Grimalt and Dirk Altgassen (from left to right). Claudia Ellermann (presenting her back) writes the protocol.

For CIOmove 2017 we had collected topic suggestions before the CIOs left for Spain. This greatly sped up the topic selection for the conference. On Saturday, May 6th 2017, at the auditoriums of the IESE Business School, it only took 3 hours to present, amend and assign the topic suggestions into the following clusters:

- **INNOVATION**  
(finding and adopting game-changing technologies)
- **INTELLIGENCE**  
(communicating more effectively with better data)
- **INTEGRATION**  
(making the business more efficient in processes)
- **IF ELSE**  
(topics that do not fit in the three categories above)

In one hour workshops on Sunday, May 7th 2017, CIOs illustrated the selected topics with many company specific examples which were not meant to be shared with the public. The following is therefore only a selection of the four sessions that each represents a topic cluster. Complete lists of all the selected topics can be found in the four tables that are included in this article. The titles are listed with their moderators.

## INNOVATION - Topic No.2

### What Will Logistics Look Like in 20 Years?

Moderator: Jon Upton, Salesforce

Participants:

1. David Thornewill
2. Kian Mosannen
3. Dirk Altgassen
4. Alexey Khorunzhiy
5. Catalina Grimalt

Catalina Grimalt introduced the topic. As the CIO of the Port of Barcelona, one of her priorities has been to build a port communication system that can integrate all information systems into one database. The Port generates 25 million messages per year. Some of the SmartPort challenges include the integration of the many third party organizations that interact with the port.

One example are the port gates which are not owned by the port. Digital communication channels with the gates are business critical. This gets into the Internet of Things. Everything can be used as a sensor. Currently OCR (Optical Character Recognition) is a widely used technology. A decision was made to capture highly individualized information (such a license plates of trucks) rather than just a counting mechanism even though there is a 3-4% error rate in the individualized information systems. PCS (Process Control Systems) are a goal for the next 10 years. DHL places geo-positioning systems on some of their containers, but this is not a standard yet. Lots of containers are still tracked by messaging.

A big challenge for ports is the fast turnaround of containers. Part of the solution is to work closely with Customs and to be able to push Customs for a quick turnaround. Secondly, it is important to develop applications which can communicate with all the various trucking companies. As of now, the Port of Barcelona has an application where truckers can see how many trucks are waiting in a specific queue and what time is allotted for the loading of the truck.

This application has become very important with the increasing size of the vessels. Four years ago, large ships could hold 5000 containers, now there are vessels that hold 20,000 containers. The unloading of these very large ships means a simultaneous arrival of a large amount of cargo which can lead to traffic jams of trucks. The Port of

## INNOVATION

1	Can Mobile Devices Replace Desktop Computers?	Konrad Schneider, Seat   Spain
2	What Will Logistic Look Like in 20 years?	Catalina Grimalt, Port of Barcelona   Spain
3	Mobile First	José Manuel Valino, Abanca   Spain
4	One Single IoT Plattform?	Ursula Soritsch-Renier, Sulzer   Switzerland
5	How to Orchestrate Multi-Cloud Environments?	Tom Henkel, C&A   Germany
6	Pros and Cons of the Top Down Approach	Andreas Homolla, Draeger   Germany
7	How Do We Create Frameworks and Tools to Deploy Innovation?	Dirk Müller, Haniel   Germany
8	How Can CIOs Support their CEOs in Being Digital, Innovative and Disruptiv?	Jan Babst, Logista   Spain
9	How to Get Rid of your (IT) Legacy	Michael Loechle, ABB   Switzerland
10	Artificial Intelligence – what Lucy Tells Alexa?	Edeltraud Leibrock, Union Invest   Germany

Barcelona has used simulation systems that are based on all of the collected digital data to be able to better predict traffic bottlenecks.

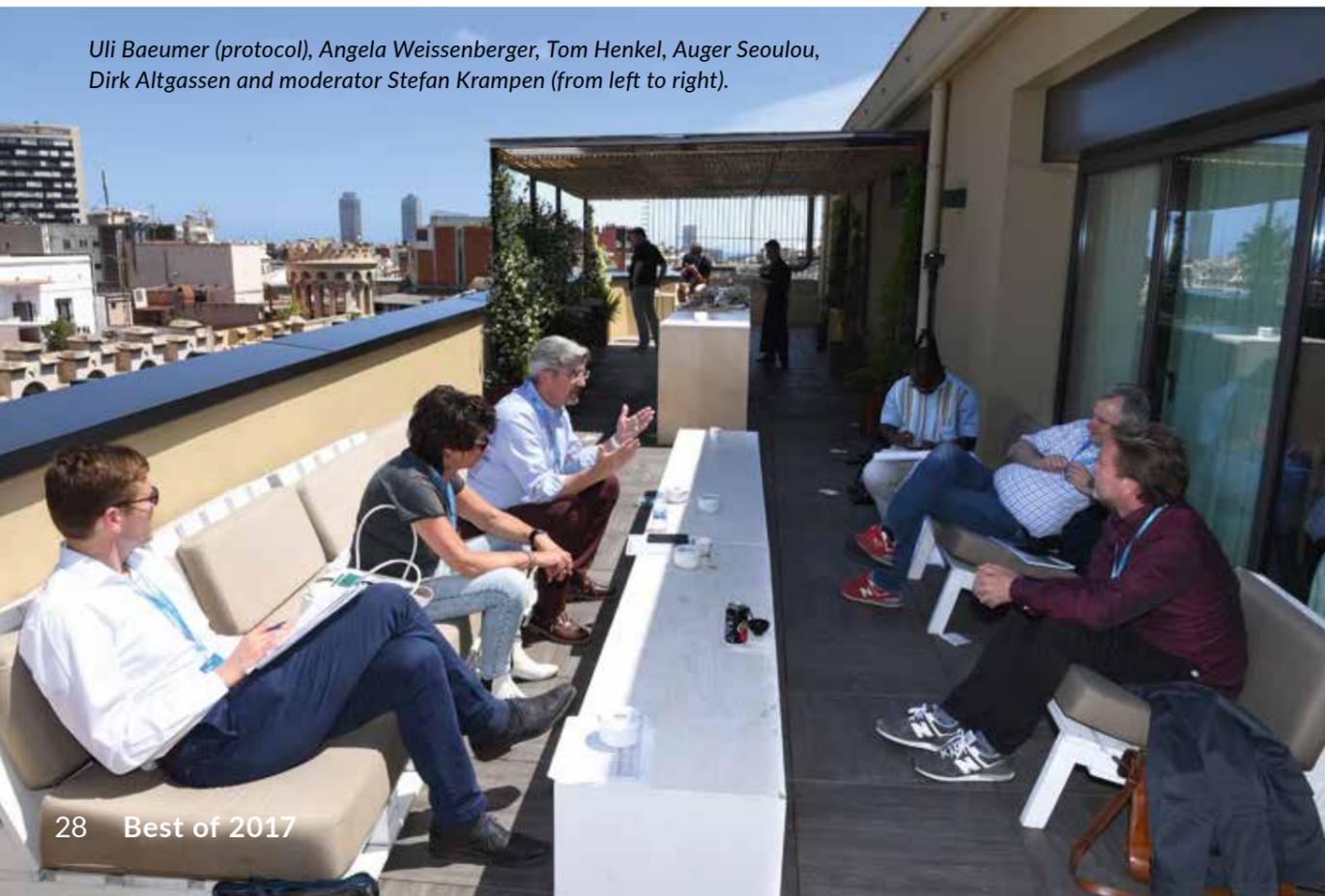
Improved LAN infrastructure in the port has been needed to support the growing communication needs. (5G will be helpful in this regard.)

Ports around the world face a high degree of market volatility. Competition between ports is fierce. Catalina named her main competitors as the port of Hamburg which is very

innovative and the port of Rotterdam which is very agile.

The port of Barcelona is also heavily investing in Rail. The standardization of railroad gauges has allowed for much quicker transport within Europe and rail connections are currently very important for ports to compete. When asked about autonomous electric trucks, Catalina estimates that regulation will slow down the event of self-driving trucks and that this and the Hyperloop are still somewhat in the future.

Uli Baeumer (protocol), Angela Weissenberger, Tom Henkel, Auger Seoulou, Dirk Altgassen and moderator Stefan Krampen (from left to right).



When asked about the impact of global warming on ports, Catalina predicted that rising sea levels will not be a problem for Barcelona (they might be a problem for Rotterdam) and that on the contrary they might help accommodate the very large vessels that need increasingly more water depth to be able to enter harbors.

In the discussions the following other future trends were outlined:

- Ports have to increasingly compete on value-added businesses. Value is being added by more advanced information systems.
- Sustainability is a must and environmental pollution is still a growing concern.
- There is currently an oversupply of shipping lines and transport prices have fallen dramatically. Therefore a market consolidation will occur.
- Global politics such as US protectionism add to market volatility in this business.
- Imbalances in freight traffic cause inefficiencies (i.e. lots of containers from China to US return empty to China).
- A lot of air gets shipped (Amazon packaging is an example). The challenge is to reduce the size of parcels.
- There are many small suppliers involved and the rate of standardization is still low.
- David Thornehill of DHL predicts that 3D printing and micro agriculture will produce a lot of change in the freight business.

Recommended reading:

David Thornehill of DHL recommends the following link to read more about the future of logistics: [www.dpdhl.com/en/logistics\\_around\\_us.html](http://www.dpdhl.com/en/logistics_around_us.html)

## INTEGRATION – Topic 2

### Using the IT4IT Framework to Combine ITIL, DevOPs and Scrum

Moderator: Stefan Krampen, HCL

Participants:

1. Haithem Abdelkefi
2. Dario Almeida
3. Michael Loechle
4. Dr Roland Schuetz

Dario Almeida of CCEE in Brazil presented this topic. His company is using ITIL to manage DevOp environment. They currently can deploy new releases on Tuesdays and Thursdays, but would like to have the ability to deploy several times a day. They would like to selectively develop



Volker Martens (protocol), David Thornehill, Kian Mossanen, Jan Babst and moderator Rupert Holzbauer (from left to right).



Moderator Stefan Krampen, Andreas Homolla, Nishit Chandra, Prof. Art Langer (protocol), Kian Mossanen, Olaf Frank, Michael Loechle and Eládio Bezerra (from left to right).



Riccardo Sperrle, moderator Bernd Schaefer, Sundi Balu, Daniel Baron, Ayi Mawuena d'Almeida and Ursula Soritsch-Renier (from left to right).



Joerg Brinkmann, Prof. Art Langer (protocol), Sylvain Jouanny (just his back), Balkrishna Dubey, Haithem Abdelkefi and Eládio Bezerra (from left to right)

smaller systems and then merge them into the larger system. There is no commercial application software for their (utility-) business, so they develop most of the systems themselves. Their challenge is to get changes into production faster. This is why Dario was interested especially in the IT4IT reference architecture that prescribes holistic management of the business of IT with continuous insight

and control. In the end the group discussed TOGAF in general (The Open Group Architecture Framework)

**Recommendations:**

- Shell is a good case study for IT4IT.
- The Pivotal Cloud Foundry (PCF) platform can deploy 2-4 times a day, no change management in traditional form.

**INTELLIGENCE - Topic 11**

**Dealing with Multicultural Decision-Making**

Moderator: Markus Ehrle, Salesforce

Participants:

1. Sundi Balu
2. Eládio Bezerra
3. Ruth Broglio Silvera
4. Andreas Homolla

Eladio Bezerra of CCB posed the following question: His Brazilian bank was recently bought by a Chinese bank and is now part of a global company. However, the Chinese management has not communicated a strategic or operational plan for Brazil yet. Many questions that are posed by the Brazilian management go unanswered. How can



Moderator Markus Ehrle, Ruth Silveira, Carsten Bernhard and Edeltraud Leibrock (from left to right)



Balkrishna Dubey, Haithem Abdelkefi, Eládio Bezerra, Sylvain Jouanny and Riccardo Sperrle (from left to right)

the Brazilian bankers improve the communication with the Chinese parent company?

Sundi Balu of Telstra Hong Kong had the following suggestions:

- The Chinese culture is based on relationships and it is important to remember that it takes months to build relationships.
- If your business is owned by a Chinese company, major decisions are always made in China. The Chinese com-

pany has a plan, but will not share this right away.

- In order to understand the plan, it is vitally important to travel to China to build relationships. Even if no invitation has been extended from China, CCB management in Brazil needs to find a way to arrange for meetings in China.
- Learn as much as you can about Chinese culture. You have to eat the Chinese food when you are there, even if you do not like it!

**INTEGRATION**

1	How to Grow IT Development Capacity by 30 Percent a Year?	Paul Brian Contino, Guthrie   USA
2	Using IT4IT to Combine ITIL, DevOps and Scrum	Dario Almeida, CCEE   Brazil
3	Global SAP Consolidation Using SAP S/4 HANA	Angela Weissenberger, Stada   Germany
4	How to Become a Service Company?	Kian Mossanen, Osram   Germany
5	Board Principles for Cyber Resilience	Jörg Brinkmann, Adecco   Germany
6	Digitalization Requires a Cross-Functional Approach	Ursula Soritsch-Renier, Sulzer   Switzerland
7	The Bimodal Approach in IT	Olaf Frank, MunichRe   Germany
8	How Can Learnings from Ecosystems Be Used?	Carsten Bernhard, eDreams ODIGEO   Spain
9	Optimized Diversity	Dirk Altgassen, Etex   Belgium

## INTELLIGENCE

1	What to Do About Phishing?	Mathias Moritz, Almirall   Spain
2	GDPR	Auger Seoulou, Ministry of Justice   Ivory Coast
3	Do We Need Antivirus Software?	Ricardo Sperrle, Tengemann   Germany
4	Risk Management	David Thornewill, DHL   Germany
5	Board Principles for Cyber Resilience	Dr Catherine Boivie, ICBC   Canada
6	AI: Cases of Usage	Dorothee Appel, ING Bank   Netherlands
7	Acquiring Data Scientists	Haithem Abdelkefi, Swicorp   Tunisia
8	How Do CIOs Influence Regulators?	Alexey Khorunzhiy, Otkritie   Russia
9	How Do CIOs Drive Strategy?	Kaan Marangoz, Novartis   Turkey
10	How Do CIOs Automate Risk Management?	Ayi D'Almeida, West African Development Bank   Togo
11	Dealing with Multicultural Decision-Making	Eladio Bezerra, CCB   Brazil

- Be aware that Chinese managers abroad cannot make a decision in a meeting, but do have to check back with the home office. Note that they will stay silent or change the topic in a meeting when they cannot answer your questions.
- When you do not speak Mandarin, hire your own translator. This is also true when dealing with the Japanese and Korean culture. Make sure that you have the full loyalty of your translator!
- Acknowledge when there is a problem in a meeting, but then go out for dinner instead of forcing a decision.

- Understand the global picture. The Chinese have heavily invested in Africa and South America to secure access to natural resources. Understand how your business fits into the overall picture.

Overall discussion of this topic led to the following recommendations:

1. Understand and communicate the following points to your foreign partner: What makes life better for the other person? What is in it for them? What are their benefits?



Smallest session: Marek Niziolek, CIO of Synthos, and Roland Schuetz, CIO of Lufthansa.



Kaan Marangoz, Steffi Kemp and moderator Vaibhav Gadodia (from left to right)

2. Loss of control is a big issue and needs to be addressed. Reassure people according to their culture. Chinese for example will not say anything on the phone.
3. Find common priorities.
4. Learning to communicate on an equal level. Use communication trainers.
5. Use technology to create a feed-back culture.
6. Allow people to post in their own language. Use machine translation to make it readable for other employees.
7. In many cultures people do not speak up in meetings. Address silent people directly to give them time to speak. Give them extra time because they need to translate from their language.
8. Set meeting language and do not allow groups to talk in their own language. Have Skype meetings, but have everyone be in a single room, so everyone has same chance to chime in. Also use an observer for the Skype meeting who can give feed-back.
9. Really strive to understand the other culture and try to use role in management team to make everyone aware of cultural issues.

Recommended reading:

- David and Goliath: Underdogs, Misfits, and the Art of Battling Giants by Malcom Gladwell
- Antifragile: Things That Gain from Disorder by Nassim Nicholas Taleb: How to learn from disorder in global settings by Organizations. Also recommended: Salesforce and IBM have good ideas and systems (Harvard case study on IBM is good).



Dario Almeida, José Valiño, moderator Balkrishna Dubey, Konrad Schneider, Guus Dekkers, Marek Niziolek and Uli Baeumer (protocol)



Alexey Khorunzhiy, moderator Carl McQuillan, Prof. Helmut Krcmar (protocol), Paul Contino (from left to right) and David Thornewill showing his back.

## IF ELSE - Topic 2

### How to Balance Autonomy and Alignment?

Moderator: Vaibhav Gadodia, Nagarro

Participants:

1. Jan Babst
2. Carsten Bernhard
3. Matthias Moritz
4. Ricardo Sperrle



Dr Catherine Boivie, Tom Henkel, Markus Ehrle, Volker Martens (protocol), Dorothee Appel, moderator Jon Upton and Roland Schuetz



Auger Seoulou, Haïthem Abdelkefi, Daniel Baron, Carol Krcmar (protocol), Ruth Silveira, Gökhan Bilge (from left to right) and Dr Matthias Mehrtens, Edeltraud Leibrock and Bernd Schaefer presenting their backs.

Carsten Bernhard of eDreams Odiego posed the question of how much autonomy should be given to individual business units. At eDreams Odiego, the two business units are hotel reservations and flight reservations. They have markedly different IT systems. How much alignment should be enforced?

Matthias Moritz quoted Michael Dell who stated that applications should be standardized in administrative functions such as HR or Finance, but other business critical functions should be allowed to manage their own development.

Ricardo Sperrle of the Tengelmann Group added the guideline: "The further you are from the customer, the more your applications should be standardized".

In the case of Tengelmann, however, the business units are very autonomous (even in functions as HR and Finance) and have no shared networks since they serve very different markets (Obi in do-it-yourself sector and Kik in fashion sector as two examples). The business units are fully independent in their development and choice of applications so that they can better serve their cus-

tomers' needs and so that they can be more agile. Ricardo Sperrle as the CIO of the group serves more as an advisor to the business units, especially on topics as quality of solutions and data security. Some software licensing is also done through the central office.

Matthias Moritz voiced some skepticism on this level of autonomy. He stated the point that data security ought to be a centralized function since a data breach can affect the whole group. He also pointed out that a centralized use of back-end systems gives the company more leverage with the suppliers of such software. On the other hand, he recommended freedom of choice when it comes to CRM systems in different business units. He mentioned Bayer as an example of aligned backend systems and autonomous customer facing environments.

Further aspects of this discussion included:

- Strong autonomy creates diversity which is harder to scale up. It is also difficult to move employees between business units since they have very different IT skills.
- When the emphasis is on growth and not on cost savings, inefficiencies in autonomous business units due to



Topic unknown: Paul Contino and Prof. Helmut Krcmar (protocol) at their final session in the Moritz brewery.

possible duplication of efforts ought to be accepted for the sake of better customer service

- Risk volatility influences decisions in autonomy vs. alignment.
- Relationships between central offices and business units play a big role in the success of more autonomous models. If business units value and request the input of the central office in their IT decisions, better decisions can

be made and inefficiencies can be avoided.

*Recommended literature by Vaibhav Gadodia:*

- Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration by Ed Catmull and Amy Wallace (Ed Catmull was co-founder of Pixar Animation Studios)
- How Google Works by Eric Schmidt and Jonathan Rosenberg

#### IF ELSE

1	<b>Orchestrating Complexity</b>	Ursula Soritsch-Renier, Sulzer   Switzerland
2	<b>How to Balance Autonomy and Alignment?</b>	Carsten Bernhard, eDreams ODIGEO   Spain
3	<b>When Will the IT Organization Be Dissolved into the Business Units?</b>	Olaf Frank, MunichRe   Germany
4	<b>How Do We Embrace the Growth of Shadow IT?</b>	David Thornewill, DHL   Germany
5	<b>CIO Talent Management</b>	Auger Seoulou, Ministry of Justice   Ivory Coast
6	<b>Digitalization and Reality - Is There a Need for Quick Wins?</b>	Thomas Henkel, C&A   Germany
7	<b>How to Grow a Company by 50 Percent or More?</b>	Marek Niziolek, Synthos   Poland

# PARTICIPANTS of CIOMove 2017

*These CIOs joined CIOMove in Spain.  
On the following pages they are sorted by their names.  
Here's the list of participants sorted by companies.*

- Abanca, Spain | José Valiño Blanco 106
- Adecco, Germany | Jörg Brinkmann 58
- ABB, Switzerland | Michael Loechle 80
- Banco Popular, Spain | María Luisa Arjonilla 46
- CCB, Brazil | Eládio Bezerra 54
- CCEE, Brazil | Dario Almeida 40
- CEPSA, Spain | Joaquin Reyes Vallejo 94
- C&A, Germany | Thomas Henkel 70
- DHL, Germany | David Thornewill 104
- Draeger, Germany | Andreas Homolla 72
- eDreams ODIGEO, Spain | Carsten Bernhard 52
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- Stada, Germany | Angela Weißenberger 108
- Sulzer, Switzerland | Ursula Soritsch-Renier 100
- Swicorp, Tunisia | Haithem Abdelkefi 38
- Synthos, Poland | Marek Niziolek 90
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Ayi Mawuena d'Almeida
- (In Transition), Canada | Dr Catherine Boivie 56
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- (In Transition), Germany | Stefanie Kemp 74
- (In Transition), Germany | Dr Edeltraud Leibrock 78





## HAITHEM ABDELKEFI

**H**aithem Abdelkefi is the Head of IT of Swicorp, a private financial services group providing solutions in the spheres of investment banking, private equity and asset management in the Middle East and North Africa.

Mr. Abdelkefi has more than 22 years of experience in information technology (management, project development, consulting, etc.). He began his career as consultant in several IT consulting firms in Canada. Prior to joining Swicorp, Mr. Abdelkefi was an independent consultant for 5 years in Tunisia.

He worked as consultant for many international organizations such as FAO and OSS. He also collaborated in many governmental projects and worked for private groups.

Mr. Abdelkefi holds an MBA from HEC Montreal – Canada and a Bachelor in Computer Science from the University of Sherbrooke – Canada.

Mr. Abdelkefi speaks English, French and Arabic.



### IT-STRATEGY

How centralized is the IT in your company?  
very central      very decentral

How standardized is the IT in your company?  
we use mostly Standards      we use Best of breed

How much has your company outsourced IT?  
almost all of our IT Budget      almost no IT budget

How digitalized is your company?  
not digitalized at all      very digitalized

## SWICORP

REVENUE **26** MILLION \$  
EMPLOYEES **120**

BASED IN  
**TUNISIA**

**SWICORP**

### DETAILS

Swicorp is a leading asset management, private equity and investment banking firm with a specific regional focus on the Middle-East and North Africa (MENA) region. Founded in 1987 and licensed by the Capital Market Authority of the Kingdom of Saudi Arabia, and the Dubai Financial Service Authority of the United Arab Emirates, Swicorp has an extensive track record of pioneering M&A and Advisory transactions across the MENA region over the last 20 years. Swicorp has also developed into one of the leading players in the Private Equity sector in the MENA region, raising nearly US\$ 1.4 billion in 3 private equity funds from investors since 2004.

In 2013, Swicorp launched its Asset Management Activity and manages Tharwa, the first fund to be made available to outside investors. Swicorp also manages clients portfolios and real estate funds.

From its headquarters in Riyadh and regional offices in Jeddah, Dubai, Geneva and Tunis, Swicorp provides a wide range of corporations and investors with independent advice and assistance on key strategic and financial issues.

### VITA

Nov 2006 – present: Head of IT at Swicorp  
Dec 2000 – Oct 2006: Consultant at ISM-Xpert  
Jan 1997 – Nov 2000: Senior Consultant at Covansys  
Sep 1995 – Dec 1996: IT-Analyst at Vigie Informatique

### EDUCATION

1997 – 2001: Information Technology at HEC Montreal, MBA  
1992 – 1995: IT at Université de Sherbrooke / Sherbrooke University, BS





## DARIO ALMEIDA

**D**ario is the System Architecture Executive Manager responsible for the following main processes at CCEE: IT Strategy & Planning, IT Governance, IT Budget Management, Contract & Vendor Management, Project and Portfolio Management, Quality Management & Control, IT Methods & Tools and Enterprise Architecture. Before joining CCEE, Dario worked for more than 8 years at IBM Global Business Services, where he developed a very successful career in business consulting and led Brazil's Energy & Utilities Industry as an Associate Partner with both sales and delivery responsibilities. Dario Almeida participated in several business improvement and transformational projects, which includes systems integration, organizational change, process design, software development, IT planning and business development. Before joining IBM, Dario worked for 12+ years in 2 major power distribution companies in Brazil, leading high performance teams in developing and integrating large information systems to support the companies core processes.

Dario has a solid education background, with a graduation in Computer Science from UNICAMP and 3 MBA degrees: Project Management (FIA/USP); Knowledge, Technology and Innovation (FIA/USP); and Integrated Business Management (COPPE/UFRJ).

Dario is a native Portuguese speaker, and can additionally speak English and Spanish.



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How digitalized is your company?  
not digitalized at all      very digitalized

### VITA

- Since 2011: CIO, Executive Manager at Câmara de Comercialização de Energia Elétrica Brazil (CCEE)
- 2002 – 2011: Managing Consultant, Senior Managing Consultant, Associate Partner at IBM
- 2000 – 2002: IT Manager at AES Eletropaulo
- 1990 – 2000: System Analyst, Project Manager, IT Manager at CPFL
- 1987 – 1990: System Analyst at Comsip Engenharia

### EDUCATION

- 2013 – 2015: Postgraduate course, Energy Commercialization, UNIFEI
- 2003 – 2005: MBA, Management of Integrated Business, COPPE-UFRJ
- 2002 – 2003: MBA, Knowledge, Technology and Innovation, FIA-USP
- 2001 – 2002: MBA, Project Management, FIA-USP
- 1984 – 1989: Bachelor degree in Computer Science – UNICAMP



## CCEE

REVENUE **10.5** BILLION \$  
EMPLOYEES **400**

BASED IN  
**BRAZIL**



### DETAILS

CCEE (Câmara de Comercialização de Energia Elétrica) is the Brazilian power market operator, responsible for carrying out the wholesale transactions and commercialization of electric power within the National Interconnected System. CCEE's mission is to promote the commercialization activities of electricity in Brazil, including ensuring the smooth market functioning and fostering discussions about its evolution. Since 2004, CCEE promoted 70 energy auctions that resulted in over US\$ 400 billion in contracts signed. The energy accounting and settlements processes held by CCEE in 2015 accounted US\$ 10.5 billion.

### AWARDS:

- 2016: **IT Executive of the Year**, IT Media and Korn Ferry, Winner – Category Utilities
  - 2015: **IT Executive of the Year**, IT Media and Korn Ferry, Top three executives- Category Utilities
  - 2015: **The 100 most innovative companies in the use of IT**, IT Media and PwC
  - 2015: **IT Professional of the Year**, InformaticaHoje Magazine, Plano Editorial, Top three executives – Category Utilities
  - 2014: **The 100 most innovative companies in the use of IT**, IT Media and PwC
  - 2014: **IT Professional of the Year**, InformaticaHoje Magazine, Plano Editorial – Top three executives – Category Utilities
  - 2012: **IT Professional of the Year**, InformaticaHoje Magazine, Plano Editorial – Top five executives – Category Utilities
- Service Excellence Award:** Awarded 4 consecutive times from 2005 to 2008, IBM



## DIRK ALTGASSEN

**Dirk Altgassen** is an accomplished Executive Advisor, Interim Manager, CIO and global IT executive with demonstrated achievements in directing global information technology alignment with the business strategy of global operating companies. Proven leader with a strong “get it done” attitude who “walks the talk” while demonstrating a clear direction for the team and organization.

Experienced strategic planner known especially in the areas of “digital strategy”, disruptive Business models and multi-channel-strategies as well as ERP implementations especially SAP.

Creative problem solver, big-picture thinker, team leader and communicator with a proven ability to develop cutting-edge strategies that transform, redefine and support a streamlined business process atmosphere.



### VITA

- 2015 – present: ETEX GROUP, Group CIO
- 2012 – 2015: GROHE AG, CIO/Senior Vice President IT
- 2008 – 2012: HSBC Trinkaus & Burkhardt AG, Head of Software and Project Delivery/Deputy CIO, Director
- 2005 – 2008: IKB Deutsche Industriebank AG, Head of Finance, Risk Management and SAP Projects/ Vice President
- 2000 – 2004: BearingPoint formerly KPMG Consulting, Manager/Engagement Manager

### EDUCATION

- 2009 – 2011 University of Wales, Cardiff – MBA General Management
- 1994 – 1997 Gerhard Mercator University, Duisburg – Economics studies
- 1993 – 1994 Business School, Düsseldorf
- 1980 – 1988 Gymnasium an der Rueckertstrasse, Düsseldorf

## IT-STRATEGY

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How digitalized is your company?

not digitalized at all ○●○○○ very digitalized

## DETAILS

Etex is an international building materials specialist. Headquartered in Belgium since 1905, the family-owned group operates 120 production sites in 42 countries and generates an annual turnover of around 3 billion euro.

With the help of more than 17,000 employees, we develop and produce a variety of technically and aesthetically superior building materials. These range from cladding and building boards in fibre cement and plaster to roofing materials, high-performance insulation and fire protection systems, and ceramic floor and wall tiles.

## ETEX

REVENUE

**3.0** BILLION €

EMPLOYEES

**17.0** K

BASED IN

**BELGIUM**

**etex**  
inspiring ways of living

Our promise is best described in our tagline: inspiring ways of living. By constantly innovating our offering, we not only wish to provide people with one of life’s basic requirements – shelter. We also want to offer them the opportunity to live and work in a safe, sustainable and inspiring environment.

### PRESS

Weniger Druck bei den Druckkosten:  
Output-Management bei Grohe  
CIO Altgassen wechselt von Grohe zu Etex





## DOROTHÉE APPEL

**D**orothee Appel has been the Chief Operating Officer (COO) IT at ING Bank N.V. since March 2016. Before ING, Dorothee worked as a delegate for the German Red Cross in the refugee camp (Warteraum) in Erding/Germany. Prior to that she worked at BMW as VP Information Management and at Microsoft Germany as Head of IT. „You need a place and a moment where you fill up your energies and the reservoir of good ideas. And that’s the place to be“, she said about her first attendance of CIO-move. Her employer follows a business strategy called “Think forward”, which is about enabling customers to be a step ahead in life and in business. „That strategy puts the customer in the center and tries to really improve the services that we are providing to our customers“, Dorothee said. At ING, Dorothee is responsible for helping the global CIO to transform the operating model of the IT organization. „It is about changing the way how we work, how we

manage our workforce, how we work in an agile manner“, she explained. „I’m trying to help our IT organization to improve on how we work to really be customer oriented.“



### IT-STRATEGY

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### ING BANK N.V.

REVENUE

**150** BILLION €

EMPLOYEES

**75** K

BASED IN

**NETHERLANDS**



### DETAILS

The **ING Group** (Dutch: *ING Groep*) is a Dutch multinational banking and financial services corporation headquartered in Amsterdam. Its primary businesses are retail banking, direct banking, commercial banking, investment banking, asset management, and insurance services. ING is an abbreviation for Internationale Nederlanden Groep (English: *International Netherlands Group*).

The orange lion on ING’s logo alludes to the Group’s Dutch origins under the House of Orange-Nassau. ING is the Dutch member of the Inter-Alpha Group of Banks, a cooperative consortium of 11 prominent European banks. ING Bank was included in a list of global systemically important banks in 2012.

According to the “Fortune Global 500” in 2012, ING was the world’s largest banking/financial services and insurance conglomerate by revenue with gross receipts exceeding \$150 billion per annum; overall, it was the 18th largest corporation by revenue. As of 2013, ING served over 48 million individual and institutional clients in more than 40 countries, with a worldwide workforce exceeding 75,000. The company is a component of the Euro Stoxx 50 stock market index.

### VITA

- Mar 2016 – present: COO of IT ING Bank N.V.
- Feb 2016: Working as delegate of the German Red Cross in the refugee camp
- Nov 2014 – Jan 2016: VP Information Management (FG-1, then FG-S) at BMW Group
- May 2011 – May 2014: Head of IT at Microsoft Germany
- Jul 2006 – Apr 2011: Various positions at AXA Assistance
  - Jul 2010 – Apr 2011: Deputy Global CIO & Solutions Director of AXA Assistance
  - Sep 2007 – Jun 2010: Regional CIO NCEE (North Central Eastern Europe) at AXA Assistance
  - Jul 2006 – Mar 2009: IT Director Germany & Mauritius at AX Assistance
- Apr 2006 – Jun 2006: Senior Manager SITE (Strategic IT Effectiveness Practice) at Accenture
- Apr 2004 – Mar 2006: Senior Manager IT Strategy at Unilo Management
- Jan 1997 – Mar 2003: Various positions at Booz Allen Hamilton
  - Jul 2002 – Mar 2003: European Marketing Manager Information Technology Group at Booz Allen Hamilton
  - Jan 1997 – Jun 2002: Associate/Senior Associate Information Technology Group at Booz Allen Hamilton
- Sep 1992 – Dec 1996: Microsoft Germany
  - Jul 1994 – Dec 1996: Consultant/Snr. Consultant at Microsoft Germany
  - Sep 1992 – Jun 1993: Trainer Microsoft Institute at Microsoft

### EDUCATION

- 1995 – 1997: Wake Forest University School of Business, Executive MBA
- 1986 – 1991: Technical University Karlsruhe, Computer Science



# MARÍA LUISA ARJONILLA

**M**aria has a large experience in complex multinational organizations in Banking, Technology, and Consulting sectors. She currently is CIO of Banco Popular, purchased by Santander in June 2017. Santander is a global financial group, serving more than 130 million customers in ten core markets. Santander has large market shares in retail and commercial banking in Argentina, Brazil, Chile, Spain, Northeast of the United States, Mexico, Poland, Portugal and the United Kingdom and in the consumer finance business in Europe.

Her main focus at the moment is to quickly complete the operational & technological integration between the banks. This is a very complex program given the fact that it involves two countries and several simultaneous line of business keeping in mind that the digital transformation agenda already in place has to continue. The main goal is to protect customer experience and maintain outstanding service levels during the process. Maria and team are using big-data and cloud as enablers and accelerators of

this process. On the other hand, innovation supported by technology, is enabling Santander to transform its commercial model in order to attain a larger number of loyal and digital customers, which is fueling a more profitable and sustainable business.



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## BANCO POPULAR

REVENUE

**147.0** BILLION €

EMPLOYEES

**11,9** K

BASED IN

**SPAIN**

**Popular**

Grupo Santander

## DETAILS

**Popular**, the fifth largest Spanish bank in terms of stock market capitalisation, with assets totalling € 157,180 million and a market share in Spain of around 6.6 %, is the Spanish financial institution most oriented to the retail banking business. Almost 90 % of its revenues come from retail banking, the highest figure among all Spanish banks. This difference gives Banco Popular a clear competitive advantage, in an environment characterised by the return to traditional commercial banking

Popular has almost 1,604 branches all over Spain, 135 overseas and over 11,948 employees, all specialising in services for SMEs, the self-employed and families.

Popular also operates widely abroad, through two foreign entities, Banco Popular Portugal and Totalbank in Florida (both wholly owned), in addition to a 25 % holding in the Mexican entity Bx+. This international network is complemented by over a dozen representative branches and collaboration agencies.

Popular's corporate strategy is built on the cornerstones of profitability, solvency and efficiency. These strengths are aligned with a high business model which focuses on the customer and on high quality service, which has consolidated it over decades as the benchmark entity for Spanish small and medium-sized companies.

### VITA

2010 - present: Banco Popular Chief Information Officer

2007 - 2009: Barclays Spain Chief Information Officer

2001 - 2007: Barclays Spain Application Development Director

2005 - 2006: Teacher of the subject Information Systems at IEB Executive Master for Financial Entities

1989 - 2001: Experienced Manager at Accenture

1987 - 1988: Postgraduate research intership at New York University

1987: Postgraduate research intership, Spain Ministry of Education

### EDUCATION

2008: IESE Business School - University of Navarra: General Management Executive Program

1981 - 1986: Universidad Complutense de Madrid, Biological Science

### PRESS

Interview Computing, „CIO&Negocio“, November 2016

### AWARDS

ComputerWorld 2013. Technological project of the year in the private sector



## JAN BABST

**J**an Babst is CIO at Logista S. A.. Since 2014 Logista has been executing an Omni-Channel business model with over 100,000 Points-of-Sales to increase its profitability. During this time, Logista Business and IT implemented a central SAP Backbone in over 100 projects. An integrated e-Commerce platform based on SAP Hybris enables a new loyalty program and up- / cross-selling. IT enables real-time analysis of ticket data from over 30,000 Points-of-Sale in a SAP Hana Data Warehouse. Close to 1000 sales experts use a portfolio of mobile applications. Call Centers complete customer service information in a single SAP CRM. The cornerstone of the Omni-Channel platform are currently over 30,000 POS terminals, connected online with Logista. Based on this solid platform, Logista will leverage existing analytical solutions for data driven decisions, simulations and predictive optimization. Formerly Jan worked as CEO/CIO at Holcim Services EMEA S. A. after he was

Head of Applications at Holcim Ltd. For his MBA degree he studied at Dokky University, Japan, Universität Duisburg, Germany, Universidad Alcala de Henares, Spain, Dublin University, Ireland and Universität Paderborn.



## IT-STRATEGY

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## LOGISTA S.A.

REVENUE **9.4** BILLION €  
EMPLOYEES **5.8** K

BASED IN  
**SPAIN**



## DETAILS

**Grupo Logista** is the leading distributor of products and services to proximity retailers in Southern Europe, serving some 300,000 delivery points within capillary retail networks in Spain, France, Italy and Portugal, so facilitating the best and fastest market access to tobacco related and convenience products, electronic top-ups, pharmaceuticals, books, publications and lotteries, among others.

The Group has built a unique business model in Southern Europe, combining its distribution and logistics comprehensive services with exclusive value added services. Advanced services provided to clients, both manufacturers and points of sale, include those offered in real time through Point of Sale Terminals, as well as Business Intelligence tools facilitating products access from manufacturers to the end consumer and so flexibly satisfying its clients' needs.

Thus, Grupo Logista becomes the best partner to provide products and services to the end consumer with an intelligent and efficient distribution through a convenient capillary retail network located next to the consumer.

Website: [www.logista.es/en](http://www.logista.es/en)

## VITA

**Jan Babst** is CIO at Logista S. A. since 2010. Formerly he worked as CEO/CIO at Holcim Services EMEA S. A. after he was Head of Applications at Holcim Ltd. For his education as MBA he studied at Dokky University, Japan, Universität Duisburg, Germany, Universidad Alcala de Henares, Spain, Dublin University, Ireland and Universität Paderborn.



## PRESS

IT-Prozesse nach ISO 20000:  
IT-Dienstleister komplett umgekrempelt



## SUNDI BALU

**Sundi Balu** is International Chief Information Officer for Telstra based in Hong Kong. He is responsible for overseeing the management and direction of international information technology and Cloud Services at Telstra. He is also the founding chairman of the Asia Cloud Computing Association.

Sundi has over 20 years of experience in various functions of IT and consulting. Sundi was previously the CIO of Reach, a joint venture between PCCW and Telstra. He has held several senior technology roles at National Australia Bank in Asia, including program director and head of projects Asia. Prior to joining National Australia Bank, Sundi managed a consulting business. He also held various technology roles for ANZ Bank and BHP Billiton. Sundi started his career as a systems analyst with a mining company in India.

Sundi holds a MBA from the Melbourne Business School and holds a Master's degree in Engineering from the Royal Melbourne Institute of Technology.



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almost all of our IT Budget ○○○●○○ almost no IT budget

How digitalized is your company?  
not digitalized at all ○○○●○○ very digitalized

### VITA

- 2011 - Present: CIO of International in Hongkong
- 2010 - 2011: IT stewardship for multiple lines of business and cloud services  
Founding Chairman at Asia Cloud Computing Association
- 2007 - 2011: CIO of Reach Ltd
- 2005 - 2007: Program Director of National Australia Bank Asia
- 2003 - 2005: Business Technology Partner of Transformation Programs, Private Banking Technology, Asia - National Australia Bank
- 2001 - 2003: Managing Partner of Balu and Associates
- 1999 - 2001: Senior Manager of ANZ Bank

### EDUCATION

- 2001 - 2003: MBA, Master of Business Administration at University of Melbourne - Melbourne Business School
- 1994 - 2000: Masters of Engineering, Computer Engineering RMIT University

### PRESS

- Telstra tries for digital intimacy in customer-first strategy
- Cloud Services in the Asia-Pacific Region

## TELSTRA

REVENUE **18.8** BILLION \$  
EMPLOYEES **31.9** K

BASED IN  
**HONGKONG/CHINA**



### DETAILS

Telstra is one of the leading telecommunications and technology companies offering a wide range of services globally. They bring innovative technology, capability and talent from around the world to enable our customers to thrive in a connected world. Telstra's heritage is proudly Australian, but they have a longstanding international business with a focus on the Asia-Pacific region.

Today, they have over 3,500 employees based in 20 countries outside of Australia providing services to thousands of business and government customers.

Website: [www.telstraglobal.com](http://www.telstraglobal.com)





## CARSTEN BERNHARD

**C**arsten Bernhard joined eDreams ODIGEO from TUI Germany where he had been CIO for three years. From 2006 to 2013 Carsten was CTO of Autoscout24. During time there he spearheaded the implementation of agile development and all of the supporting processes, similar to the new eDreams ODIGEO approach. "Travel is a highly relevant and emotional product that, in many ways, has become a core fabric of our lives today. At the same time there is still a lot of work to do to further digitalize the end user experience. I am happy to shape the travel future with eDreams ODIGEO that, as a purely digital player, has so many opportunities for exciting new developments ahead."

Born in Wiesbaden and of German nationality, Carsten has a German Diploma in Business Administration from the EBS University and a Bachelor Degree in Computer Science from James Madison University, Virginia, USA. He is fluent in English, German and French.



### IT-STRATEGY

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## eDreams ODIGEO

REVENUE

**4.6** BILLION €

EMPLOYEES

**n/a**

BASED IN

**SPAIN**

eDreams ODIGEO

### DETAILS

eDreams ODIGEO is one of the world's largest online travel companies and one of the largest European e-commerce businesses. Under its four leading online travel agency brands – eDreams, GO Voyages, Opodo, Travellink, and the metasearch engine Liligo – it offers the best deals in regular and charter flights, low-cost airlines, hotels, cruises, car rental, dynamic packages, holiday packages and travel insurance to make travel easier, more accessible, and better value for the more than 17 million customers it serves worldwide.

With a presence in 44 markets, the company has a human team of over 1,700 professionals. eDreams ODIGEO is listed in the Spanish Stock Market. Because we are growing rapidly globally, we are covering more and more regions. As a result, we are culturally diverse, with more than 50 different nationalities represented throughout the group. One of eDreams ODIGEO's key benefits is the opportunity to travel or relocate around the world – employees can move between different functions and locations. And we use this as a tool for individual and organizational development.

### VITA

Sep 2016 – present: Group CTO of eDreams ODIGEO

Jul 2013 – Sep 2016: CIO Germany Austria, Switzerland, Poland of TUI Deutschland GmbH

Mar 2006 – Jun 2013: CTO of AutoScout24

Oct 2003 – Mar 2006: Manager Investment Banking IT Operations at HVB Info

Mar 2002 – Mar 2003: Assistant to the CTO at HVB Info

Oct 2000 – Mar 2002: Senior Software Engineer at Fast-Track Systems

Aug 1996 – Sep 2000: Team Leader New Technologies at Commerzbank FX Trading

1996 – 2000: Team Lead FX Software Development at Commerz Financial Products (Frankfurt)

### EDUCATION

1993 – 1997: EBS Universität für Wirtschaft und Recht, Diplom Betriebswirt, Business Administration

1993 – 1997: James Madison University, Bachelor of Science, Computer Science

### AWARDS

- CIO of the year 2011, ComputerWoche & CIO, Nov 2011
- Nominee for European CIO of the Year 2012, CIONET / INSEAD, March 2012
- Positioned AutoScout24 as „Top Workplace in IT“ in Germany, 2013



## ELÁDIO BEZERRA



Eládio graduated in Accounting (UNIFOR / 1989), consolidated its professional knowledge postgraduate in Master of Information Technology (FIAP - 2006) and Master of Business Administration Executive (INSPER / 2012).

He has over 30 years of experience in the IT field having worked in the development of systems for the Brazilian financial industry, highlighting, among others, Systems of accounts, loans, savings and investments funds.

Currently, he holds the role of an IT superintendent in CCB Bank Brazil participating in strategic direction projects, modernization of systems, updating the technological park, integration processes and compliance with headquarters in China.

### IT-STRATEGY

How centralized is the IT in your company?  
very central ○○○○● very decentral

How standardized is the IT in your company?  
we use mostly Standards ○○○○● we use Best of breed

How much has your company outsourced IT?  
almost all of our IT Budget ●○○○○ almost no IT budget

How digitalized is your company?  
not digitalized at all ○○○○● very digitalized

### CCB BRASIL

REVENUE 134 BILLION \$  
EMPLOYEES 369 K

BASED IN  
BRAZIL



### DETAILS

China Construction Bank (Brasil) Banco Múltiplo S/A was established from the acquisition of BICBANCO, signed on August 29 2014. BICBANCO was founded in 1938 and was one of the major medium size banks of the country, focused on attending the credit needs of the Middle Market Companies. Therewith, CCB Brasil has become the biggest operation of a Chinese bank in Brazil.

Website: [www.br.ccb.com/en/](http://www.br.ccb.com/en/)



### VITA

- 2012 - Present: Superintendent Development of Systems - Executive of Information Technology of CCB Brazil
- 2010 - 2012: Superintendent Architecture and Development of Systems of Bicbanco
- 1999 - 2010: Manager of Architecture and Systems Development of Bicbanco
- 1999 - 2010: Manager of Systems Development of Bicbanco
- 1987 - 1999: Systems Analyst of Bicbanco
- 1982 - 1987: Open Market Operator of Bicbanco

### EDUCATION

- 2010 - 2012: Master of Business Administration (MBA) at INSPER Business School, São Paulo
- 2004 - 2006: Master in Information Technology at FIAP, Sao Paulo
- 1984 - 1989: Bacharel em Ciências Contabeis, Universidade de Fortaleza, Fortaleza

### PRESS

- BICBANCO Speeds Up Lending Process with Help from BlackBerry Solution
- CCB Brazil enhancing its compliance program with SWIFT's Sanctions Screening (PDF)



# DR CATHERINE BOIVIE



**D**r Catherine Boivie's diverse experience allows her to provide organizations with advisory services for strategic organizational initiatives, interim IT executive services, and insightful governance advisory and coaching services. As the founding chair of the Chief Information Officers Association of Canada (CIOCAN), Dr Boivie played an integral role in establishing and growing a network of information technology (IT) leaders. In recognition of her leadership work in IT, CIOCAN, in collaboration with Ryerson University, created the Dr Catherine Aczel Boivie Scholarship. The Women's Executive Network has named Dr Boivie one of Canada's Top 100 Most Powerful Women. She received her award in the "Trailblazers and Trendsetters" category, which recognizes women who are either the first in their field or who have made a major impact in them, and who have made a great contribution to Canadian society. Dr Boivie received a

Bachelor of Mathematics (Computer Science) from the University of Waterloo, and a PhD (Expert Systems) from the University of Toronto.



## IT-STRATEGY

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## ICBC

REVENUE **3.2** BILLION €      EMPLOYEES **5** K

BASED IN  
**CANADA**

## DETAILS

**Insurance Corporation of British Columbia (ICBC)**  
ICBC provides basic and optional vehicle insurance, driver licensing, vehicle registration and other services. ICBC is currently one of British Columbia's largest corporations.

## AWARDS

- **Queen Elizabeth II Diamond Jubilee Medal:** The award recognizes the impact Dr Boivie made on society and business from the application of technology as well as for her work in the community.
- **University of Waterloo, Faculty of Mathematics Alumni Achievement Medal:** The award acknowledges the outstanding accomplishments and achievements of alumni of the Faculty to their communities and professions.
- **Canada's Top 100 Most Powerful Women by the Women's Executive Network:** Award in the "Trailblazers and Trendsetters" category, which recognizes women who are either the first in their fields or have made a major impact on them, and who have made a great contribution to Canadian society.
- **Chief Information Officers Association of Canada (CIO-CAN):** Established the Catherine Aczel Boivie scholarship at Ryerson University, recognizing contributions to strengthen the CIO community in Canada and advocating the CIOs' role in organizations. The Dr Catherine Aczel Boivie Scholarship is awarded each year to the top student at Ryerson University IT Management Program.
- **Canadian Advanced Technology Alliance - Chief Information Officers (CIO) Leadership Award:** Showing excellence in managing enterprise-wide information systems that yield the greatest returns to the organization and exemplifying community engagement and leadership
- **Gartner Inc. North American IT Executive of the Year Award:** Received the award for Midsize Enterprises for her contributions to the overall development and success in the technology field and advocating the need for networking among IT professionals.



## VITA

- Apr 2012 - present: Executive in Residence at Beedie School of Business at SFU
- Jun 2012 - Dec 2014: CEO and Chair Canadian Women in Technology (CanWIT)
- Jun 2008 - Apr 2012: CEO, Inventure Solutions and SVP of Information Technology and Facility Management of Vancity
- 2003 - 2008: SVP IT of Pacific Blue Cross

## EDUCATION

- Institute of Corporate Directors (ICD), ICD.D
- University of Toronto, PhD Expert systems
- University of Toronto, MEd, Masters of Education, Computer Assisted Instructions
- University of Waterloo, BMath, Computer Science



## JÖRG BRINKMANN

**J**oerg Brinkmann (47) has been the new Head of IT DACH/CIO at the personnel service provider Adecco Germany Holding since February 2017. Jörg was CIO of the Mannheim-based construction group Bilfinger SE from 2007 to 2016 and, until his career change, Managing Director of Bilfinger Global IT GmbH. After having completed his master's degree in economics and business administration, Brinkmann began his professional career at Coats plc in London in 1996. In 2016, Brinkmann was ranked among the top 10 large companies in the "CIO of the Year" competition by "CIO Magazin" and "Computerwoche" with his "Project Excellence - Subproject Global IT". „First of all I have had to learn how the company works, how the systems work, how the IT works“, Joerg commented on his new job at Adecco in a CIOmove interview. „We have infrastructure issues to deal with. We have branch offices out there that have to be very mobile, they

need IT at any time in the right place. So first of all I have to solve those infrastructure issues. And then my key topic is: how can we digitize, how can we automate much more than today. That's what I have to solve.“



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## ADECCO

REVENUE

**2.3** BILLION €

EMPLOYEES

**3.5** K

BASED IN

**GERMANY**



THE ADECCO GROUP

### DETAILS

The Adecco Group is the global leader in workforce solutions. We are the largest player in the industry by revenues, with the highest profitability amongst major competitors. We believe in people and their place in the world of work. Everything we do as a company reflects our desire to continually evolve the concept of work for today and tomorrow. We pride ourselves on our ability to deliver a wide range of multi-disciplinary solutions across all sectors and areas of employment. We deliver people solutions on a local and international level, shaping the future of work and the global employment landscape.

Our solutions are trusted worldwide and provide a global conscience in human resources. We believe that where work is allowed to thrive, economies grow, and societies prosper. We therefore see it as our duty to provide decision-makers with insight and recommendations, organizations with people and infrastructure, and ultimately, individuals with opportunities. We believe that we're in a unique position to help organizations navigate change. Our global perspective gives us the data and insight needed to advise and comment on the status and future of the world's labour markets. Our role is to stand alongside businesses worldwide to empower, enlighten and inspire them to embrace the future.

**In 2016, The Adecco Group placed 7th on the ranking of the World's Best Multinational Workplaces.**

### VITA

- Jan 2017 - present: Head of IT DACH / CIO at The Adecco Group Germany, Düsseldorf
- Sep 2014 - Jan 2017: Managing Director/CEO at Bilfinger Global IT GmbH, Mannheim
- Nov 2007 - Jan 2017: CIO at Bilfinger SE, Mannheim
- Jun 2005 - Oct 2007: Head of CIO Office at OMV, Vienna
- Jun 2000 - May 2005: Department Manager at ista, Essen
- Nov 1998 - May 2000: Management Consultant at PricewaterhouseCoopers, Frankfurt
- Oct 1996 - Oct 1998: Graduate Management Trainee at Coats plc, London

### EDUCATION

Master in Economics from Gerhard-Mercator University Duisburg



### PRESS

- Adecco holt mit Brinkmann CIO von Bilfinger
- Die glorreichen 7 Sieger der Großunternehmen
- Bilfinger zentralisiert 120 E-Mail-Systeme
- SAP-Module bleiben on premise
- IT für die Ost-Expansion

### AWARDS

- CIO of the Year 2016, Top 10



# RUTH BROGLIO SILVEIRA

Working in the area of IT since 1991, I joined UNIVALI in 1996, where for many years, I was involved in the design and development of dozens of products for the academic area, and which today, form part of the portfolio of systems and modules of the ERP Academy system. I have been Chief Information Officer of UNIVALI since 2010, leading a team of fifty employees. During this time, I have taken IT to a new level within the organization. This space was won through the digital transformation that IT has been accomplishing within the university, bringing efficiency, innovation, mobility, and opportunities for the academic community. As CIO, I believe the secret of success lies in the capacities of perception, empathy and good communication. It is necessary to understand and respect people, in order to continually improve their experiences through technology. This applies not only to one's employees and clients, but also to superiors.

At present, the most important project is the construction of a Data Center\*, in partnership with a German company, which is scheduled for inauguration in January 2017.

\* DC-ITRoom <https://www.rz-products.com>



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## FUNDAÇÃO UNIVALI

REVENUE 100 MILLION \$ EMPLOYEES 3 K

BASED IN  
**BRAZIL**  
UNIVALI

## DETAILS

Universidade do Vale do Itajaí Foundation is a community university, located in the southern coast of Brazil. It offers a wide range of undergraduate and graduate courses, in science and technology, health, humanities, social sciences and business, spread over several campuses. Today it has over 26,000 undergraduate / graduate students and over 1,500 faculty members.

It is socially engaged and it provides a variety of service to the local community, through alumni internship programmes and government programmes.

Through the past years our institution has been focusing on strengthening bonds with foreign institutions through faculty and alumni exchange programmes over 4 continents, displaying a constant progress on internationalization of curriculum.



## VITA

Professional experience as, Systems Analyst, Business Analyst, Teacher and Leadership in several IT projects about Analysis, infrastructure, process and management.

2010 – present: CIO of the Foundation University of Vale do Itajaí – Univali in Itajaí – Brazil.

2009 – 2010 Coordinator of Information Systems – Univali in Itajaí – Brazil.

1996 – 1998 Teacher in Computer Science Undergraduate Course – Univali in Itajaí – Brazil.

## EDUCATION

2005 Organizational Management – Graduate Course. UNIVALI, Itajaí

1996 Information Technology – Graduate Course. UNIVALI, Itajaí

1990 – 1995 Bachelor's degree in Computer Science. UNIVALI, Itajaí.

## PRESS

- Univali lança rede WiFi para 10 mil usuários simultâneos
- Univali Notas {Olhares Universitários #18} (Video)
- Univali – Cases de sucesso
- Univali lança aplicativo para smartphones e tablets
- Univali: app de notas com GeneXus

## AWARDS

IT Professional – Winner, Award of 2015 – Category Education Brazil, Informática Hoje Magazine, Plano Editorial.



## PAUL BRIAN CONTINO

**Paul Contino** is an accomplished information technology executive with a progressive record of leadership in healthcare education, academic medicine and research. He is an innovative and visionary thinker, skilled at providing both tactical and strategic direction to senior and executive management. Paul has extensive experience managing large-scale and business-critical projects as well as the ability to deliver compelling business solutions while managing cost and risk. He's got an in-depth understanding of emerging technologies and their business applications. He is adept at communicating complex information to executive and professional audiences. His proven leadership ability to develop, motivate and retain top-notch staff has produced outstanding results. Paul is a truly leader with an entrepreneurial spirit that encourages innovation and transformation coupled with the ability to translate vision into strategy and action.



### IT-STRATEGY

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### GUTHRIE

REVENUE

**650.0** MILLION €

EMPLOYEES

**4.6** K

BASED IN

**USA**



### DETAILS

Guthrie located in north central Pennsylvania and south central New York, is a non-profit integrated health care delivery system that currently includes four hospitals, more than 295 physicians and 175 advanced practice providers, 34 regional provider offices in 22 communities, home health and home care services, and a research institute. Guthrie manages more than 1,000,000 patient visits a year.

#### VITA

- Feb 2017 - present: Vice President, Enterprise Information Management & Analytics of Guthrie
- Aug 2016 - present: Board Member of Get Real Health
- Nov 2015 - present: Senior Advisory Consultant
- Feb 2016 - Nov 2016: Global CTO of IKS Health
- Apr 2011 - Oct 2015: CTO of NYC Health + Hospitals Corporation
- May 2011 - Nov 2011: CIO of NYC Health + Hospitals Corporation
- Jan 2008 - Jan 2011: Chair, Healthcare Council of Smart Card Alliance
- Jan 2007 - Jan 2011: Executive Director of MSETG Mount Sinai Educational Technology Group
- Jan 2003 - Jan 2011: Vice President, Information Technology of Mount Sinai Medical Center
- Jul 2000 - Oct 2003: Director of the Information Technology Development Center (ITDC) of Mount Sinai School of Medicine
- Jan 1990 - Mar 2001: Founder, President and CEO of OMEGA GRAFX, Inc.
- Jul 1999 - Jul 2000: Director of Information Technology and WEB Development at Mount Sinai School of Medicine

#### EDUCATION

- 2006: Columbia University in the City of New York, CIO Institute
- 1984 - 1988: City University of New York City College, BS, Biochemistry
- 1980 - 1984: Bronx High School of Science, Regents Diploma

#### PRESS

- Getting to Meaningful Use and Beyond: How Smart Card Technology Can Support Meaningful Use of Electronic Health Records
- Medical Identity Theft in Healthcare
- Healthcare Identity Management: The Foundation for a Secure and Trusted National Health Information Network

#### AWARDS

- 2017:** Healthcare Ambassador, Honored to serve as one of eleven healthcare ambassadors to Fujitsu providing insight and guidance on the healthcare industry and marketplace.
- 2013:** Pilot Health Tech NYC - Judge, Pilot Health Tech NYC provides a total of \$1,000,000 in funding to 10 or more innovative pilot projects to take place in New York City. The program seeks to match early-stage health or healthcare technology companies (,innovators') with key NYC healthcare service organizations and stakeholders (,hosts'), including hospitals, physician clinics, payors, pharma companies, nursing associations, major employers and retailers.
- 2013, 2014, 2015:** The New York Digital Health Accelerator Program - Judge and Mentor, a program run by the New York eHealth Collaborative and the Partnership Fund of New York City for early- and growth-stage digital health companies that are developing cutting edge technology products in care coordination, patient engagement and workflow improvement.



## AYI MAWUENA D'ALMEIDA

**Ayi Mawuena d'Almeida** currently holds the position of IT Director at the West African Development Bank (BOAD) in Togo/Africa. He started his career at BOAD in 1990 as a Network Administrator after previous years at CAFE INFORMATIQUE & TELECOM. In 2016, he led BOAD to ISO 27001 certification and in 2014 he supervised the SAP implementation. In his own words, "part of his daily business is providing leadership and vision for the IT department including strategic planning of information systems" as well as "developing strategic direction for the information systems plan including technology deployment plans and departmental budgets". For that goal, Ayi directs all information technology and network system deployments and maintenance including all IT infrastructure, wireless communications, PC systems, local networks and mobile environment. Ayi holds a Master

degree in Companies' Administration from the Université de Poitiers in France, a Bachelor in Business Management from the Université de CAEN and is a Certified ITIL V3.



### IT-STRATEGY

How centralized is the IT in your company?  
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How much has your company outsourced IT?  
almost all of our IT Budget ○○●○○○ almost no IT budget

How digitalized is your company?  
not digitalized at all ○○●○○○ very digitalized

### DETAILS

The West African Development Bank (BOAD) is the common development finance institution of the member countries of the West African Monetary Union (WAMU). It was established by an Agreement signed on 14 November 1973, and became operational in 1976. Member countries include Benin, Burkina, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal, and Togo.

By Treaty of the West African Economic and Monetary Union (WAEMU) signed on 10 January 1994 and

#### VITA

I have started working at the West African Bank of Development since 1990.

From 2011 till nowadays: IT Director

From 2009 - 2011: IT Vice Director

From 2006 - 2009: Head of the Networks' Exploitation and Maintenance Department

From 1990 - 2006: Networks' Administrator

In the years 1988 and 1990, I was part of CAFE INFORMATIQUE & TELECOM's personnel

From 1988 - 1990: Sales Director

From 1987 - 1988: Responsible of NCR's products trading

#### EDUCATION

From 1980 to 2000:

Master degree in Companies' Administration at Université de Poitiers-France

Graduate of Ecole Supérieure de Génie Informatique (ESGI) of Paris (France)

Bachelor in Business Management at Université de CAEN (FRANCE)

MCSA, MCSE, WINDOWS 2000, 2003, CCNA

Certified ITIL V3

### BOAD

REVENUE

650.0 MILLION €

EMPLOYEES

4.6 K

BASED IN

TOGO



entered into force on 1st August 1994, BOAD is a specialized and autonomous institution. It contributes "in full independence to the attainment of the objectives of the WAEMU without prejudice to the objectives assigned to it under the WAMU Treaty".

BOAD is an international public institution whose purpose, as provided under Article 2 of its Articles of Association, is to promote the balanced development of its member countries and foster economic integration within West Africa by financing priority development projects.

BOAD provides financial assistance to WAEMU member countries to support their development efforts. Such assistance targets various areas, including the organization of workshops, conferences or seminars, the training of government officials and the implementation of social projects.

The Bank also grants interest rate subsidy for non-commercial public sector loans to member countries. Also, BOAD participates in various roundtable meetings with a view of financing national development programmes in the member countries.

#### SHAREHOLDERS

**Category A shareholders:** Republic of Benin, Burkina Faso, Republic of Côte d'Ivoire, Republic of Guinea Bissau, Republic of Mali, Republic of Niger, Republic of Senegal, Togolese Republic, Central Bank of West African States (BCEAO).

**Category B shareholders:** French Republic, KfW acting on behalf of the German Republic, EIB acting on behalf of the European Union, African Development Bank (AfDB), Kingdom of Belgium, Eximbank of India acting for the Republic of India, People's Bank of China acting for the People's Republic of China, Kingdom of Morocco.

#### PRESS

Interview: IT Forum Sénégal 2017 - Ayi Mawuena d'Almeida: DSI BOAD



## GUUS DEKKERS



**G**uus Dekkers was appointed Chief Information Officer of Airbus in June 2008 and as such is responsible for all information systems and -technology at Airbus worldwide.

Prior to his new position with Airbus, Guus Dekkers was Chief Information Officer of the Automotive Divisions of Continental AG in Germany.

Guus Dekkers started working for Volkswagen AG in Germany in 1990, first as an internal consultant for business process optimization and then as Assistant to the Corporate Chief Information Officer.

In 1995, he moved on to GEDAS AG, a 100% VW-subsidary which was acquired in 2006 by Deutsche Telekom AG. In his initial role at GEDAS, he was responsible for Infrastructure- and IT-Integration activities in Zwickau. In 1996, he moved to Paris in order to create and manage the French affiliate "GEDAS France S.A.S." as Director

Infrastructures & Software development. In 1999 he joined GEDAS Mexico as Vice President "Key Account & Operations Volkswagen" where he served until 2001.

In 2002, Guus Dekkers came back to Germany as Vice President Information Technology Europe & International for Johnson Controls Automotive Group, a role he held until 2005 when he joined Siemens VDO Automotive AG in Germany as Chief Information Officer & Vice President. Upon the acquisition of Siemens VDO Automotive AG by Continental AG in December 2007, he was asked to lead the combined IT-Teams from Siemens VDO Automotive AG and the Continental Automotive Divisions.

Guus Dekkers holds a Master Degree in Informatics from the Radboud University of Nijmegen, The Netherlands, as well as an MBA from the Rotterdam School of Management, Erasmus University.



## AIRBUS

REVENUE **64.5** BILLION € EMPLOYEES **136** K

BASED IN  
**FRANCE**

**AIRBUS**  
GROUP



### VITA

- Jun 2008 - present: CIO & Sr. VP of Airbus, CIO Airbus & Corporate CIO of the Airbus Group
- Dec 2007 - May 2008: CIO & VP Automotive of Continental
- Aug 2005 - Dec 2007: CIO & Vice President of Siemens VDO Automotive AG
- Jan 2002 - Jul 2005: VP Information Technology Europe of International Johnson Controls
- Jun 1990 - Dec 2001: Multiple functions in ICT in multiple organizations & countries of the Volkswagen Group

Guus holds a MBA of Rotterdam School of Management, Erasmus University and a Master Degree in Science of Radboud University Nijmegen

### PRESS

- CIO des Jahres 2013
- Airbus Press Centre CIO of the Year
- CIO-Interview Guus Dekkers
- Bundesamt für Sicherheit in der Informationstechnology (in German)

### AWARDS

- CIO of the year 2013
- 2011 Most International CIO of the Decade in a peer selection organised by CIO-Magazin



## DR OLAF FRANK

**O**laf is an experienced leader in the field of corporate IT. His focus has been with the insurance and reinsurance industry. Currently he is responsible for the Global IT Applications organization of Munich Re and interim CIO. Olaf has a strong background in transforming IT organizations and processes in an international context. He has helped in transforming Munich Re's IT organization into a multisourcing setup and is an expert in transitioning IT organizations to agile methodologies in combination with outsourcing/offshoring of IT delivery. At Munich Re, Olaf is responsible for all application activities. , A reinsurer as Munich Re works in a very regulated industry. For this reason, regulators have repeatedly demanded that very precise solutions be developed and implemented. Another IT aspect, which has become increasingly important over the past three to four years, concerns the systems that drive Olaf's business. These include, for example, all systems that are aimed at risk assessment, global network-

ing and future collaboration opportunities. „Digital transformation is therefore a top priority for us, and we must and want to do it justice“, he mentioned.



## IT-STRATEGY

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How much has your company outsourced IT?  
almost all of our IT Budget      almost no IT budget

How digitalized is your company?  
not digitalized at all      very digitalized

## DETAILS

Munich Re is one of the world's leading risk carriers and stands for exceptional solution-based expertise, consistent risk management, financial stability and client proximity. The Group operates in all lines of insurance, with around 45,000 employees throughout the world and combines primary insurance and reinsurance under one roof.

Besides our capital base, the foundation of our success is knowledge and competence – qualities that benefit clients and staff alike. As a world-class reinsurer, we invest

## MUNICH RE

REVENUE **50.4** BILLION €  
EMPLOYEES **43.5** K

BASED IN  
**GERMANY**

a great deal in maintaining our knowledge lead and foster the innovative strength and expertise of our more than 11,000 employees in reinsurance. We motivate by offering a wide variety of responsible tasks with clear objectives, and cultivate a team spirit. Our corporate culture is defined by performance, mutual respect and trust. All this makes us an attractive employer providing global career development opportunities and prospects.

## VITA

Jan 2012 – present: Head of Global Applications at Munich Re  
Apr 2016 – Mar 2017: CIO (interim) of Munich Re  
2009 – present: Head of department at Munich Re  
2002 – 2011: Various positions at Munich Re  
1999 – 2002: Project Manager at COR&FJA AG

## EDUCATION

1994 – 1999: The University of Freiburg, Theoretical and Mathematical Physics, Doctor of Philosophy (Ph.D.)  
1994: Carl von Ossietzky Universität Oldenburg, Physics  
1991 – 1992: University of Calgary, Visiting Student, Theoretical and Mathematical Physics





## THOMAS HENKEL

Thomas Henkel was responsible for Information & Communication Solutions at Amer Sports, a Finnish Group owning well known sporting goods brands (Atomic, Arc'Teryx, DeMarini, Precor, Salomon, Suunto and Wilson). In 2010 the success of his work for Amer Sports was honored with the award of the German "CIO of the Year" where it won in two categories (large enterprises and global projects). Since the end of 2015 Thomas has been the CIO EMEA at C&A, an international Dutch chain of fashion retail clothing stores. The biggest challenge for him as a CIO is to understand the business context of his IT infrastructure, as he mentioned in the CIOmove interview. "There are certain areas which should be stable and others which are about continuous renewal and reinvention", Thomas said. His top priorities are oriented towards improving consumer services and getting things done in the Internet of Things, where C&A is looking forward to create experiences with sensors and RFID-tags.



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### C&A

REVENUE

6.5 BILLION €

EMPLOYEES

>35 K

BASED IN

GERMANY



### DETAILS

C&A is a family owned value fashion retailer with approx. 2,000 stores plus E-Commerce solutions in Europe, China, Brazil and Mexico.

For generations, C&A has successfully led the way in offering more affordable clothes in the latest styles and fashion.

In particular this is done by discovering and meeting the true needs of every customer and by developing more sustainable business practices. Tradition is best when constantly renewed, and today C&A devotes its passion for knowledge and results to carefully and creatively planting the seeds of tomorrow. By putting people and planet first, we are leading the fashion industry forward into the future.



### VITA

- Dec 2015 – present: CIO EMEA at C&A
- Aug 2014 – Dec 2015: Managing Partner at Henkel & Partners Consulting
- Oct 2013 – Mar 2015: VP Group Operational Integration at Amer Sports
- Sep 2006 – Sep 2013: VP Global IT at Amer Sports
- 2003 – 2006: Director SCM & IT at Amer Sports Europe Services GmbH
- 1996 – 1997: Logistics Consultant at Siemens Semiconductors

### EDUCATION

- 2001 – 2003: Northwestern University – Kellogg School of Management, MBA, General Management
- 1994 – 1998: Hochschule München, Master of Business Administration (MBA), Logistics, Materials, and Supply Chain Management

### PRESS

IT-Strategietage: Amer Sports: Erfahrungen aus dem Salomon-Merger

### AWARDS

- June 2013: German Finalist European CIO of the Year, CIOnet; Instead, European Commission
- 2010: CIO of the Year 2010 #1 Global Exchange Award, CIO Magazine Germany
- Nov 2010: CIO of the Year 2010 #2 Large Enterprises, CIO Magazine Germany
- Jan 2010: IT Strategy Award 2010 Finalist, Handelsblatt
- July 2007: Teamwork Award, CIO Executive Council



## ANDREAS HOMOLLA

**A**ndreas Homolla is Chief Information Officer at Draegerwerk, a German company based in Lübeck that makes breathing and protection equipment, gas detection and analysis systems, and noninvasive patient monitoring technologies. He assumed the position in 2013. After studying mathematics in Heidelberg, he began his career at IBM. He then spent several years in various CIO positions at Daimler, KSB and Airbus in Germany, Spain and France. Andreas is a frequent speaker and presenter at IT events as well as an enthusiastic cyclist and passionate musician. „We have to follow the trends coming from markets and customers“, he mentioned in an interview. Therefore, he and his company are in the middle of a change toward a more digitized company. „It is a completely new setup of Draeger IT after 46 years, with lots of cutting edge changes and a lot of work to be done in the upcoming years“, he summarized his job.



### IT-STRATEGY

How centralized is the IT in your company?

very central ○○●○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○●○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○○●○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○●○○○ very digitalized

## DRÄGER

REVENUE

**2.4** BILLION €

EMPLOYEES

**13.7** K

BASED IN

**GERMANY**

**Dräger**

### DETAILS

Draeger is an international leader in the fields of medical and safety technology. The company's long-term success is based on the four key strengths of its value-driven culture: customer intimacy, professional employees, continuous innovation and a commitment to outstanding quality. Draeger offers anaesthesia workstations, medical ventilation, patient monitoring as well as neonatal care for premature babies and newborns. With ceiling supply units, IT solutions for the OR, and gas management systems the company is at the customer's side throughout the entire hospital. Draeger is currently present in more than 190 countries. Its development and production facilities are based in Germany, Great Britain, Sweden, South Africa, the USA, Brazil, the Czech Republic and China.



### VITA

Jan 2013 – present: CIO of Draeger

Apr 2004 – Dec 2012: CIO of Airbus Germany

Feb 1999 – Apr 2004: CIO of KSB

Jan 1992 – Apr 1998: Regional CIO of Daimler AG in Spain

### EDUCATION

1981 – 1986: Ruprecht-Karls-Universität Heidelberg, Master's degree, Applied Mathematics





## STEFANIE KEMP

**S**tefanie Kemp began her career in the healthcare industry. In 2006 she became the Group Chief Information Officer of Vorwerk Group based in Germany. Her experiences there were very useful for building the future of IT organizations, processes, industries, companies and products. In 2011 Stefanie won the “Global Exchange Award” and became “CIO of the Year” in Germany. In 2013 she moved to RWE as a Group CIO. In addition she has joined the leadership team of the Innovation@RWE initiative and is responsible for the lighthouse project „Disruptive Digitization”. For the purpose of “breakup & recombine” she works with her team on maintaining performance of legacy systems while developing innovative and agile systems at the same time.

### VITA

Apr 2017 - present:	Head of Cross Function Domain at innogy SE
Apr 2013 - Apr 2017:	Disruptive Digitization, CIO-Office, IT-Governance, -PMO, -Innovation, -Security, Transformation IT at RWE IT GmbH
Nov 2006 - Dec 2012:	Group CIO and Senior Vice President at Vorwerk & Co. KG
Feb 2006 - Oct 2006:	Service Delivery at Thomas Cook
Sep 2001 - Jan 2006:	IT Service Operations & Support at Hypovereinsbank - UniCredit Bank AG
Jan 1996 - Aug 2001:	SAP Outsourcing & Consulting at TDS AG
Jan 1992 - Dec 1995:	SAP Product Manager at Integrata AG

### EDUCATION

1982 - 1986	Medical Facilities of University of Dusseldorf, state examination
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### PRESS

- Frauen in der IT: Macht macht Frauen Spaß
- Experteninterview Stefanie Kemp, RWE IT
- <http://www.digitalewirtschaft.nrw.de/2015/12/14/dwnrw-award-2015-preis-der-digitalen-wirtschaft-nrw-verliehen/>
- <http://www.digitalewirtschaft.nrw.de/videos/>

## INNOGY

REVENUE **32.0** BILLION €

EMPLOYEES **40** K

BASED IN  
**GERMANY**



## DETAILS

**innogy** is transforming the energy market. As a company, we are doing everything we can to create a better, more sustainable energy supply. Every one of our employees contributes to creating this modern energy landscape. innogy lives a sustainable culture of innovation. It is the talents and experience of the individual members that make a great team. In this way, we create innovations that are driven by diversity. To achieve our vision, we consistently look at the bigger picture. Therefore, we collaborate with start-ups on the national and international level. For example, the innogy Innovation Hub drives the development of digital business models. And thus, our development towards becoming a modern, customer-focused solution provider.

**Our people – our energy and inspiration!** Our guiding principle at innogy is that our people always come first. In addition, we provide a modern working environment and support our employees with individual opportunities for their personal and professional development. Apart from that, our people can profit from numerous benefits such as flexible working hours or support in terms of combining family and work. As we believe that people can learn a lot from each other, we have an open communication culture. High-performing employees can expect plenty in return from innogy. Join us and help to shape the future of energy! Do you dare to try out unusual solutions, think innovatively and want to actively help build something worthwhile? Then you should put your #PIONIERGEIST to good use at innogy.





## ALEXEY V. KHORUNZHIY

**A**lexey Khorunzhiy is a CIO with more than 20 years of IT experience in the Russian financial market. While finishing his PhD in history in the late 1980s he worked with the first PCs at his university and that was the point of no return. He was one of the leaders and ideologists of the first digital revolution of the Russian stock market (1999 – 2003) that cardinally changed the landscape of this business sector. Since 2005 he has been the chairman of the IT-committee of the Moscow Exchange. He has been in charge of coordinating the IT-activities of the exchange and the biggest financial companies during the time of the second disruption and recombination of the IT landscape. As CIO of Otkritie Broker he is leading the digital transformation in his company adopting and developing “Two-speed IT”, API-based architecture, cloud computing and block chain-based technologies as well as the ideological changes in business and IT processes.



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### OTKRITIE

REVENUE **3.12** BILLION \$  
EMPLOYEES **15** K

BASED IN  
**RUSSIA**



### DETAILS

Otkritie is the largest Russian financial group by assets. Otkritie Holding, the parent company of the Group.

Companies of the Group offer their products and services to all kinds of clients: individual customers, SMEs, large corporations and institutional investors. 20,000 employees of the Group service about 4 million individual customers and 220,700 legal entities.

Banking is Otkritie's key business estimated at RUB 3.3 trillion. The Group holds a controlling stake in Otkritie Bank, the largest full-service private bank in Russia that ranks among the world's top 350 banking groups and is a top 10 in Eastern Europe. Otkritie is a full-service commercial bank benefiting from a resilient diversified business structure and efficient equity management. The Bank focuses on corporate and investment banking, retail business, SMEs and private banking.

The Group's investment banking business develops on the basis of investment units of Otkritie Bank and Otkritie Capital. Otkritie has been a TOP 3 largest investment company by trading volume on the Moscow Exchange for many years and is one of the largest Russian traders on the London Stock Exchange. The Group's companies Otkritie Broker and Otkritie Asset Management are leaders of brokerage services and asset management markets.

### VITA

- 2014 – Present: CIO, Otkritie Broker
- 2014 – Present: member of the Technology Committee at the Saint-Petersburg Exchange
- 2012 – 2014: Member of The Moscow Exchange Council
- 2005 – now: Chairmen of the IT Committee of the Moscow Exchange (a link added)
- 2007 – 2014: Deputy director, “ALOR +” LLC
- 2003 – 2014: CIO, ALOR group of companies
- 1998 – 2007: CEO, “ALOR Invest” CJSC
- 1997 – 1998: Producer at a TV-company VKT in Moscow

### EDUCATION

- 1992 – Present: Member of the Organizing Committee and one of the session moderators of the Annual Konstantin Tsiolkovsky's Scientific Readings organised by the Russian Academy of Sciences
- 1991 – Present: Associate professor, Department of Russian history (PFUR). Main fields of research: Methodology of historical sciences; Computer science in historical research; History of utopian thought.
- 1992: PhD in History
- 1988: Master degree in History (Peoples' Friendship University of Russia, PFUR) and 2 qualifications of professional interpreter (English, French)

### PRESS

Interview with Alexey V. Khorunzhiy

### AWARDS

- Reputation of the year - 2013 (so called “Russian financial Oscar”)
- “TOP-50 CIO” rating by Publishing House “Коммерсантъ”
- “TOP-100 most professional CIO in Russia” by Russian Managers Association



# DR EDELTRAUD LEIBROCK

**E**deltraud has been CIO and Managing Director at Union IT Services in Frankfurt/Germany after working at Boston Consulting Group, BayernLB and KfW. Union IT-Services GmbH is a subsidiary of Union Asset Management Holding AG, a member of the cooperative financial group. Edeltraud resigned from the financial services provider at the end of August 2017 after only five months in office. She wants to face “new challenges” and to get more involved in the area of business start-ups and as a mentor for start-ups. In 2016, she founded her own company dedicated to precisely these goals. As a biologist and physicist Edeltraud is regarded as a proven expert for banks. In October 2011, for example, she took over the newly created position of CIO/COO on the Board of Managing Directors of KfW.



## UNION INVESTMENT

REVENUE

n/a

EMPLOYEES

2.8<sub>K</sub>

BASED IN

GERMANY



## DETAILS

### VITA

- Since 2017: CIO and Managing Director, Union IT Services GmbH, Frankfurt
- 2016 - 2017: Co-Founder, Partner & Managing Director, Connected Innovations, Berlin
- 2016 - 2017: Senior Expert, Stern Stewart & Co., Munich
- 2011 - 2015: Executive Board Member (Information Technology, Organization & Consulting, Operations, Administration), KfW Bankengruppe, Frankfurt a.M.
- 2009 - 2011: CIO and Executive Manager, Head of Group IT, BayernLB, Munich
- 2000 - 2009: The Boston Consulting Group, Munich, Principal
- 1998 - 1999: Visiting Scientist, National Oceanic and Atmospheric Administration (NOAA), Boulder, USA
- 1993 - 1997: Research Scientist, Fraunhofer Institute for Atmospheric Environmental Research (IFU), Garmisch-Partenkirchen

### EDUCATION

- 1993 - 1996: Doctorate in Natural Sciences (Dr. rer. nat./ PhD), Technical University of Hamburg-Harburg
- 1986 - 1992: Studies in Physics, Dipl.-Phys. (MSc in Physics equivalent), University of Regensburg
- 1986 - 1992: Studies in Biology, Dipl.-Biol. (MSc in Biology equivalent), University of Regensburg
- 1984 - 1986: Studies in Mathematics, University of Regensburg

### PRESS

- Authored articles and interviews, e.g., in *Börsenzeitung* and in *Zeitschrift für das gesamte Kreditwesen*, e.g., on digitization, process optimization, modernization of bank IT, and the role of the IT organization
- Conference talks, e.g., *Handelsblatt Conferences on Banking Technology* and on *Strategic IT Management*
- Guest lectures, e.g., at *Technical University of Munich (TUM)*, *Chair for Information Systems and Universität der Bundeswehr, Munich*, *Institute for Theoretical Computer Science, Mathematics, and Operations Research*
- Peer reviewed scientific publications with a focus on nuclear magnetic resonance and mass spectrometry as well as applications of these techniques in biophysics and atmospheric sciences
- Study contributions, e.g., *Polarstern expedition 1996*, *Southern Oxidants Study 1999*, *BCG European IT Benchmarking in Banking 2004-2008*, *GSE IT-Governance 2004*





## MICHAEL LOECHLE

**M**ichael joined ABB in July 2016 as a Group Vice President IS & Head of Global Business Engagement. Before, he was more than 6 years Vice President & CIO at Alstom Thermal Power. He started his career in 1986 in Germany in the field of Information Management in the Public Sector before he moved to Switzerland in 1991.

In the following years, Michael held Senior Management positions in Information Management in the food industry (Unilever) and Senior Internal Audit positions in the pharmaceutical industry (Roche).

From 1997-99 he was the project manager of a large SAP implementation for Roche in Latin America and Spain. In 2002 he joined Ciba Specialty Chemicals where he held positions as Head of Internal Auditing, CIO and Head of Group Services. In his last assignment as Head of Group Services he was a member of Ciba's Extended Executive Committee and he had the CIO, Human Resources, Group Communications and the Regional

Presidents reporting to him. Michael has wide leadership experience in large transformational change projects, M&A, SAP implementation projects, Shared Services set-up, IT outsourcing and Business Process Outsourcing. He is a German citizen and speaks fluently English



### IT-STRATEGY

How centralized is the IT in your company?

very central      very decentral

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we use mostly Standards      we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget      almost no IT budget

How digitalized is your company?

not digitalized at all      very digitalized

### DETAILS

**ABB** is a pioneering technology leader in electrification products, robotics and motion, industrial automation and power grids serving customers in utilities, industry and transport & infrastructure globally. For more than four decades, ABB is writing the future of industrial digitalization. With more than 70 million devices connected through its installed base of more than 70,000 control systems across all customer segments, ABB is

and Spanish as well as basic French, Italian and Portuguese. Michael is married and has 2 adult children

Michael holds a Bachelor of Laws LL.B. as well as a degree in Business Administration and Information Management. He also completed the Executive Program of the Graduate School of Business at Stanford University (SEP) and attended management educations at London Business School, Ashridge Business School in the UK and INSEAD in France. He also holds an Executive Master in International Business Law (MBL) from the University St.Gallen (Switzerland). Michael is also a Certified Information Systems Auditor (CISA) and a Certified Internal Auditor (CIA) and holds further international audit certifications.

In 2014, Alstom and General Electric (GE) announced that a US\$17 billion (€12.4 billion) bid for the company's power and grid divisions had been made. The GE acquisition deal for the power and grid division was accepted

# ABB

REVENUE EMPLOYEES

**35.0** BILLION \$ **135** K

BASED IN

**SWITZERLAND**

ideally positioned to benefit from the Energy and Fourth Industrial Revolution. With a heritage of more than 130 years, ABB operates in more than 100 countries with about 135,000 employees.

[www.abb.com](http://www.abb.com)

### AWARDS

Top CIO Switzerland in 2014

by EU and US anticompetition authorities in mid 2015, subject to the sale of Alstom's heavy gas turbine business. The acquisition was finalised on 2 November 2015, with GE acquiring Alstom's power generation and electricity transmission business (combined as GE Power) leaving Alstom as company operating solely in the rail transport market.

Michael was instrumental in the planning phase and the definition of the IT integration strategy into GE.

65.000 employees were transferred from Alstom to GE. That represented the largest industrial acquisition GE had ever undertaken. Instead of the existing decentralized Oracle environment of GE, the Alstom global single instance SAP with already 30'000 users were used for the entire Power Division of GE. This allowed Michael to place all of his key staff appropriately within the new GE organization and to ensure continuation of services to the newly formed businesses.



## KAAN MARANGOZ



**K**aan Marangoz works as Country IT Head (CIO) of Novartis/Turkey and is responsible for a comprehensive stack of tasks: IT Management, IT Organizational Development, IT Strategy, IT Governance, Budget Management, Talent Planning and Development, Outsourcing, Project Management, Process Improvement and Global Project Management as well as Software Implementation, Business Intelligence, IT Infrastructure, Networking, Security, Vendor Relations Management, Stakeholder Relationship Management, IT Compliance. He has focused on the topic „Information and Document Management“ within in the last two years to provide information about pharmaceuticals for the growing Turkish insurance branch. For this purpose, he developed his own document management system for Novartis.



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### NOVARTIS TURKEY

REVENUE

**57.9** BILLION \$

EMPLOYEES

**120** K

BASED IN

**TURKEY**



### DETAILS

Novartis provides healthcare solutions that improve and extend people's lives. We use science-based innovation to address some of society's most challenging healthcare issues. We discover and develop breakthrough treatments and find new ways to deliver them to as many people as possible.

Our company is focused on industry-leading divisions with innovation power and global scale: pharmaceuticals, eye care and generic medicines.

Novartis is headquartered in Basel, Switzerland. Novartis Group companies employ approximately 120,000 associates and its products are available in more than 180 countries around the world.

**Website:** [www.novartis.com](http://www.novartis.com)



#### VITA

- 2007 - Present: Country IT Head (CIO) Novartis, Sandoz, AlconNovartis Turkey
- Mar 2007 - Sep 2014: CIO of Novartis, Turkey
- Jan 2005 - Feb 2007: Corporate Applications Manager of Pfizer Turkey
- Jun 2000 - Dec 2004: ERP Systems Group Manager of Pfizer Turkey
- Dec 1998 - May 2000: Project Manager of Pfizer Turkey
- Sep 1995 - Dec 1998: IT Business Analyst of Pfizer Turkey
- Jan 1995 - Jul 1995: Programmer Compulsory Military Service of Turkish Navy HQ
- Mar 1992 - Nov 1994: Assistant Specialist of Yapi Kredi Bank, Technology Department
- Sep 1991 - Feb 1992: Management Trainee of Yapi Kredi Bank

#### EDUCATION

- 1997: MSc, Engineering Management at Marmara University
- 1987 - 1991: BSc, Industrial Engineering at Bogazici University Engineering
- 1980 - 1987: Bursa Anadolu High School



## DR MATTHIAS MEHRTENS

Dr Matthias Mehrstens joined the Alfred Kaercher GmbH & Co, a German manufacturer of cleaning equipment and systems, as Vice President Information Systems in 2011. At Kaercher Matthias will develop digital platforms for a better customer experience after he built up the same for the whole supply chain from production with Internet of Things to administration of Kaercher. For that goal he has to rebuild and recombine his worldwide IT-departments. He needs to procure the computer power they need for connecting devices and networks worldwide. For him the next big thing is "big data" - the ability to harness all the customer and transaction data that Kaercher is already gathering. This will keep him and his IT-department busy over the next months and years.



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## KÄRCHER

REVENUE

**2.2** BILLION €

EMPLOYEES

**11** K

BASED IN

**GERMANY**

**KÄRCHER**

### DETAILS

Kaercher, a family-owned enterprise, is the world's leading provider of cleaning technology. With pressure washers, vacuums and steam cleaners, home and garden pumps, sweepers and floor scrubbers, vehicle washes, cleaning agents, dry ice blasters, drinking and waste water treatment plants, and water dispensers, it offers a range of innovative problem solutions. These include coordinated products, cleaning agents and accessories, along with advice and service.

Website: [www.kaercher.com](http://www.kaercher.com)



### VITA

12/2011 - today: Vice President Information Systems  
Alfred Kaercher GmbH & Co. KG,  
[kaercher.com](http://kaercher.com)

2003 - 12/2011: CIO Stadtwerke Düsseldorf AG,  
[swd-ag.de](http://swd-ag.de)

2000 - 2003: Head of SAP ON/Viterra Energy Services  
AG, [www.viterra-es.de](http://www.viterra-es.de)

1995 - 2000: Head of Information Management  
Keramag AG, [keramag.de](http://keramag.de)

### PRESS

- „Der Kehrwoche bin ich mittlerweile mächtig“
- Digital Leader Award 2016 - Sieger in der Kategorie „Shape Experience“

### AWARDS

- Customer Care Award
- Digital Leader Award 2016



## DR KIAN MOSSANEN

**K**ian is CIO of Osram, the Munich-based lighting manufacturer, since June 2014. He comes from the automotive supplier Benteler, where he started in February 2010 as Head of Service and Project Management. In April 2012, the business economist was promoted to IT Director at Benteler Automobiltechnik. He began his career in 2006 as a graduate/analyst for strategic location planning at Robert Bosch GmbH, before moving to the University of Erlangen-Nuremberg in 2007 to do his doctoral thesis/assistant on the management of Siemens AG. Osram not only carried out one of the most complex transformation projects, including 320 systems, but also the physical separation of the IT infrastructure and the logical separation of all master data, transaction data and trading partners. The project included the modification of the legal entities, the overall system structure, the redefinition of the entire organizational structure and the adjustments to the sales and cross-selling approach. „We finished our carve-out last year and now the Osram-IT looks completely different. We are now a cloud based IT“, he said in our CIOmove interview.



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## OSRAM

REVENUE

**3.8** BILLION €

EMPLOYEES

**24.6** K

BASED IN

**GERMANY**

**OSRAM**

### DETAILS

**OSRAM**, based in Munich, is a globally leading lighting manufacturer with a history dating back about 100 years. The product portfolio includes high-tech applications based on semiconductor technology such as infrared or laser lighting. The products are used in highly diverse applications ranging from virtual reality, autonomous driving or mobile phones to smart and connected lighting solutions in buildings and cities. In automotive lighting, the company is the global market and technology leader. Based on continuing operations (excluding Ledvance), OSRAM had around 24,600 employees worldwide at the end of fiscal 2016 (September 30) and generated revenue of almost €3.8 billion in that fiscal year. We are looking for people who would like to shape the future of light with us. They should be skilled in a technical subject and want to leave their mark in the lighting market. They are characterized by curiosity, courage and dedication.

We provide opportunities for every stage of your career. Whether you are a school-leaver or a professional, with us you will find an attractive challenge. Support us in advancing the transformation of the global lighting market. You will grow, too. Because for us, lifelong learning is a given. We provide you with numerous development programs and training that will enable you to develop professionally, methodically and personally. If you wish, you can even pursue exciting new career paths.



#### VITA

2014 - present: Chief Information Officer of OSRAM Licht AG

2012 - 2014: IT Director / Vice President at Benteler Automobiltechnik GmbH

#### EDUCATION

- Friedrich-Alexander-Universität Erlangen-Nürnberg
- Universidad Iberoamericana, Ciudad de México
- University of Houston-Downtown

#### AWARDS

- OSRAM Orange Award



## DIRK MÜLLER

**Dirk Müller** has been the CIO of the Holding company Franz Haniel & Cie. GmbH since 2011. Focus of his work is the strategic direction and organizational positioning of IT in terms of its internal and external customers. He tries to balance his management approach between compliance alignment and pragmatic and agile service delivery.

In 2015 he shifted efforts towards the Digital Transformation area. Since April 2016 Dirk has been leading the Haniel Digital Workbench Unit Schacht One GmbH which has been established in order to support the Haniel Business Units on their way of transformation.

Previously he had worked several years in senior IT management positions within Haniel, where he was responsible for Outsourcing and SAP rollout projects.

Before joining Haniel he had worked as a consultant in the area of business intelligence in national and international projects.



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## HANIEL

REVENUE

**3.6** BILLION €

EMPLOYEES

**13.8** K

BASED IN

**GERMANY**

**HANIEL**

## DETAILS

Franz Haniel & Cie. GmbH is a German family equity company which has been headquartered in Duisburg-Ruhrort since it was founded in 1756. It is from there that the Holding Company, which is wholly owned by the family, manages a diversified portfolio in line with a long-term investment strategy as a value developer.

Haniel's portfolio currently includes four business divisions which are independently responsible for their own operating business and which hold a leading market position in their respective sectors: BekaertDeslee, CWS-boco and ELG (wholly owned), TAKKT (majority owned). In addition there is the METRO GROUP financial investment.

**Challenge IT:** New IT strategy and IT organization to fulfill the needs of an hybrid IT organization, which delivers services for the holding company and also IT Group Services on a SLA basis. Own Architecture approach and new roles in IT.

### Digital Transformation:

Raise awareness for the digital transformation topic within the business units. Development of a special concept for supporting the Business Units which suits the decentralized portfolio approach of Haniel.

**Website:** [www.baniel.de/](http://www.baniel.de/)

## AWARDS

- OSRAM Orange Award

## VITA

2016 - Present: CEO of the Haniel Digital Workbench

2016 - Present: CEO of Schacht One GmbH - the Haniel Digital Workbench

2011 - Present: Head of IT at Franz Haniel & Cie. GmbH

2004 - 2011: Head of Application Platforms / Program Management of Franz Haniel & Cie. GmbH

2001 - 2004: Senior Consultant Business Intelligence of SerCon

1998 - 2001: Inhouse Consultant Business Intelligence of Readymix AG

## EDUCATION

Diplom in Informatik (IT) at Universität Dortmund

## PRESS

- Interview: die IT, Treiber der Innovation
- IT-Profis brauchen Soft Skills
- CIO-Talk: Digitalisierung erfordert Courage
- Haniel eröffnet Digitaleinheit „Schacht One“
- 5 Dinge, die jeder über Schacht One wissen muss



## MAREK NIZIOLEK

**M**arek Niziolek is IT director and responsible for strategy planning and implementation of IT at Synthos group in Poland. He leads an international IT team for designing and operational management. As IT director, Marek is responsible for the implementation of ERP integrated system for the Group (finance, distribution, sale, warehouses management, transport), for production (MRP for ongoing production included), HR (projects, maintenance, documentations, workflow) and Business Intelligence (Microstrategy, IBM DataStage, DB2). Marek has deep knowledge and wide experience in project management, among others with solutions implementation, software development, integrated systems implementation, system integration and telco networks implementation.



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## SYNTHOS GROUP

REVENUE

**1.28** BILLION \$

EMPLOYEES

**2.3** K

BASED IN

**POLAND**

**synthos**  
chemical innovations

### DETAILS

Synthos is the first biggest European manufacturer of expandable emulsion rubber, the second biggest European manufacturer of neodymium polybutadiene rubber and a leading European manufacturer of polystyrene. One of most innovative and developing companies in Eastern Europe. Company's headquarter is located in Oswiecim in southern Poland, production plants in Poland and in Czech. Annual production 1.16 Billion tons. The largest customers for synthetic rubbers – main product – are the largest worldwide tyre producers – Continental, Michallin, Goodyear.

Website: <http://synthosgroup.com/en/home/>



### VITA

2007 – Present: IT Director (Dyrektor Informatyki) of Synthos S.A.

2006 – 2007: Programme Manager, PMP PMI of Sygnity SA (former ComputerLand SA)

2004 – 2006: Utilities Subsector Execution Departement Director of ComputerLand S.A.

1996 – 2005: Project Manager, PMP PMI of ComputerLand S.A.

### EDUCATION

2008 – 2010: International MBA of St. Gallen (Switzerland) & Cracow (Poland) Schools of Business

2003 – 2008: Master in Project Management at George Washington University

1991 – 1996: MoS, Engineer, Electronics, Automatics at Akademia Górniczo-Hutnicza im. Stanisława Staszica w Krakowie

### PRESS

- ComputerWorld 09/2011; polish edition „IT in all areas“
- ComputerWorld 09/2012 „Entire company in PC“
- Computerworld 11/2012 „IFS Applications supporting management in Synthos Group“

### AWARDS

- Finalist in „IT Leader 2011“, „IT Leader 2012“ national competition for IT Synthos managed by M. Niziołek



# DR JOSÉ AUGUSTO PEREIRA BRITO

**D**r José Augusto Pereira Brito holds a Ph.D. in communication sciences from Escola de Comunicações e Artes (ECA-USP) in Sao Paulo, with emphasis on communication, technology and virtual political processes. He obtained a Ph.D. in systems engineering and computing at Universidade Federal do Rio de Janeiro, with emphasis on computing mathematics and computer graphics. He has a Master's degree in engineering with emphasis on steel structures. José Augusto is an engineer with experience in computer systems for engineering, concrete and steel structures, including buildings, bridges, suspended constructions, offshore and nuclear pre-stressed concrete (mechanical). Beyond this, he is professor researcher and lecturer and CIO of the Presbyterian Mackenzie Institute-SP at Sao Paulo/Brazil.



## IT-STRATEGY

How centralized is the IT in your company?  
very central ●○○○○○ very decentral

How standardized is the IT in your company?  
we use mostly Standards ○○○○● we use Best of breed

How much has your company outsourced IT?  
almost all of our IT Budget ○○○○● almost no IT budget

How digitalized is your company?  
not digitalized at all ○○○○● very digitalized

## VITA

Professional experience – as engineer, PHD, teacher and researcher – includes innovative projects in IT: Digital technologies, IT infrastructure, AV and TV infrastructure, computer systems, information security, business management projects, process automation, telecommunications, unified communications, educational technologies and computational mathematics. Experience in engineering projects – civil, mechanical, nuclear power plants and computational sciences.

2001 – present: CIO of the Mackenzie Presbyterian Institute in São Paulo with the vision and mission of transforming Mackenzie in a Brazilian institution of reference in IT adoption.

1998 – 2000: Internet Manager at Mackenzie  
Taught courses at FGV-Rio in IT Business Innovation, and at ECA-USP in Marketing Sciences (Political, Public and Enterprise).

## EDUCATION

- 2014 – 2016 Global MBA, Manchester Business School-UK.
- 2015 Executive Leadership Course. MIT, São Paulo.
- 2015 Managerial Course. Mackenzie, São Paulo.
- 2011 Enterprise Sustainability – Postgraduate Course. FGV, São Paulo.
- 2007 Management of Distance Learning – Postgraduate Course. FGV, São Paulo.
- 2001 – 2005 Doctoral Course in Communication and Marketing. USP, São Paulo.
- 2001 E-Business – Postgraduate Course. FGV, São Paulo.
- 1997 – 1998 Managerial Course. Trend Educational Technology, Rio de Janeiro.
- 1993 – 1997 Doctoral Course in Computing Engineering. COPPE-UFRJ, Rio de Janeiro.
- 1984 – 1987 Master Course in Civil Engineering. PUC, Rio de Janeiro.
- 1979 – 1983 Bachelor's degree in Civil Engineering. UFMT, Cuiabá.

## MACKENZIE

REVENUE 176 MILLION \$  
EMPLOYEES 3.5 K

BASED IN  
BRAZIL



## DETAILS

Mackenzie Presbyterian Institute is associated with the Brazilian educational history, a philanthropic institution that seeks to serve the common good of Brazil and the Brazilian people. In its 145th year, Mackenzie provides a differentiated educational experience for all educational levels, from pre-school to post-graduate courses: 39,000 Higher Education students and 7,500 K12 students across five Campuses, and other 145 K12 Schools in Brazil with the Mackenzie Educational System.

## PRESS

- Since 2012, Mackenzie adopted Office 365 to 28,000 University and K12 Users. Microsoft News Center Brasil. Apr, 2015
- Mackenzie ensures integrity and security of data with ARCserve Backup solution. Customer Case Study. 2014.
- Brito, J. A. P. Data Center Container – Case Study Mackenzie. Cloud and Network Convergence. Semestral Meetings of ANSP, 4 Edition, Oct 29 – 31, 2013. São Paulo.
- Brito, J. A. P. Innovative Modular Data Center Containers. DataCenter Dynamics. Converged. Oct. 2013. São Paulo.
- Blue Coat Networks. Mackenzie University – Customer Case Study. 2013.
- AirWatch. Mackenzie manage confidential documents with AirWatch Secure Content Locker. Customer Case Study. 2012.
- Brito, J. A. P. Cybercitizen: The Virtualization of the Contemporary Public Communication. Organicom Magazine. V. 3, N. 4, USP, 2006.

## AWARDS

- IT Professional – Winner, Award of 2015 – Category Education Brazil, Informática Hoje Magazine, Plano Editorial.
- IT Professional – Winner, Award of 2011 – Category Services Brazil, Informática Hoje Magazine, Plano Editorial.
- ComputerWorld IT Leaders 2011 – IDG Now Digital.
- The 100 most innovative companies in the use of IT in 2011 – Information Week Brasil.
- ComputerWorld IT Leaders 2010 – Category Education, IDG Now Digital.
- IT Executive of the year 2010 – Category IT and Telecommunications, Information Week.
- e-Learning Brazil 2009 – Outstanding Contributions, MicroPower.
- IT Leader 2008. Main Award of the Brazilian Educational Institutions. IDG ComputerWorld.



## JOAQUIN REYES VALLEJO

Appointed CIO of Cepsa in 2003, Joaquín has been working actively on the implementation of an IT strategy contributing to reach Cepsa's corporate objectives in all its business areas. Deployment of global digital processes and shared services are the key strategies developed to achieve consistent business integration and maximum efficiency.

Joaquín started his career as a security engineer for nuclear power plants. After being assigned the position of Manager of Operations Research at Cepsa, he took responsibility for implementing the IT organization for the new retail service station network.

He has university degrees in Physics, Economics and Computer Sciences and a Master's degree in nuclear engineering. He is a member of the Advisory Board of CIONET and Vice-President of AUTELSI – the main IT association in Spain.

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### CEPSA

REVENUE

17.4 BILLION €

EMPLOYEES

10.8 K

BASED IN

SPAIN



### DETAILS

Cepsa (Compañía Española de Petróleos, S.A.U.) is an integrated energy company operating at every stage of the oil value chain, with more than 10,000 employees.

It is engaged in petroleum and natural gas exploration and production activities; refining, the transport and sale of crude oil derivatives; petrochemicals, gas and electricity.

Cepsa is Spain's fourth largest industrial group in terms of turnover, and has been in the market for more than 80 years. Thanks to its flexibility and ability to adapt, Cepsa has become a benchmark company in its sector in Spain. Through progressive internationalisation of its activities, it also has business interests in Algeria, Brazil, Canada, Colombia, Panama, Peru and Portugal and sells its products all over the world.

### VITA

Feb 2003 – present: CIO of CEPSA

Jun 1991 – Feb 2003: IT Director at Cepsa Estaciones de Servicio

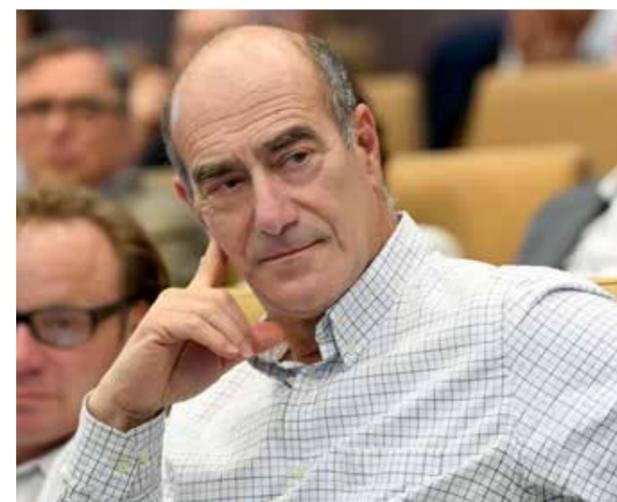
Sep 1985 – Jun 1991: Operations Research Manager at Cepsa

May 1977 – Sep 1985: Operations Research Analyst at Cepsa

Feb 1976 – Apr 1977: Nuclear Safety Engineer at Empresarios Agrupados

### EDUCATION

- Instituto de Estudios Nucleares: Master in Nuclear Engineering
- Universidad Autónoma de Madrid: Degree in Economy
- Universidad Complutense de Madrid: Degree in Computing
- Universidad Complutense de Madrid: Degree in Physics





## AUGER CADET SEOULOU

**A**uger Cadet SEOULOU is a polytechnic specialist in mobile, web and multimedia technologies.

He holds a degree in Computer Science and a Master II in Project Management. With more than 10 years of professional experience at the top level in ICT sectors in Côte d'Ivoire, he has enjoyed exercising from 2005 to today as:

- IT Manager for Petroci Holding (2006)
- Consultant And IT project manager for GTZ (German development cooperation) and Automelec (industrial automation company) 2006-2009
- Since 2009, expert of the National Bureau of Technical and Development Study (BNETD) seconded to the Ministry of the Ivory Coast Of justice in that Head of the department web and multimedia.
- The department of which he is responsible within the Ministry of Justice of Côte d'Ivoire has the task of accompanying step by step the ministry in its process of digital transformation.

It should also be noted that since 2015, he is co-founder of the Ivorian startup HADWIGER who is represented in Côte d'Ivoire in Abidjan and France in Lyon. Startup specialized in mobile technologies and connected objects. Finally, he is the vice-president of the Club DSI of Côte d'Ivoire.



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## HADWIGER

REVENUE

n/a

EMPLOYEES

n/a

BASED IN

IVORY COAST



## DETAILS

### Ministry of Justice and Human Rights:

Government institution whose mission is to ensure the fairness of the exercise of justice over the entire population but also to ensure the defense and protection of human rights.

### Hadwiger CI:

Created in January 2015, Hadwiger CI is a young, dynamic and reliable company with a strong vision to put technology at the service of communities, businesses to change their lives, effectively transform their business and achieve savings.

Our goal is to provide innovative mobile solutions and connected objects rich first use in emerging markets, to meet specific needs of populations, enhance business potential, boost productivity, development and growth.

## PRESS

- Acheter ou Développer soi-même son outil métier
- Avis d'expert : „L'e-réputation, risque ou opportunité pour l'entreprise“

## VITA

- Jan 2015: Co-founder HADWIGER CI
- Jun 2011 – present: Expert BNETD, Head of Web and Multimedia Department, Ministry of Justice, Human Rights and Public Liberties, Côte d'Ivoire
- Jun 2009 Jun 2011: Expert BNETD, IT and System Administration, Ministry of Justice and Human Rights
- Jan 2009 – Jun 2009: IT Consultant at GTZ
- Sep 2007 – Jan 2009: IT Consultant at the Ministry of Justice of Côte d'Ivoire
- Apr 2007 – Sep 2007: IT Consultant at AUTOMELEC-NT

## EDUCATION

- 2015 – 2016: Management institute of Abidjan technology, IT project management, Master 2
- 2002 – 2005: National Polytechnic Institute Félix HOUPHOUËT-BOIGNY of Yamoussoukro (INP-HB), electronics, Diplôme d'ingénieur





## DR ROLAND SCHÜTZ

**D**r Roland Schuetz has been Executive Vice President and Chief Information Officer (CIO) of the Lufthansa Group since February 2017. In this role, he is in charge of information technology of the entire enterprise and driving the digital transformation of the Lufthansa Group. The aim is to provide customers with state-of-the-art digital interfaces, mobile applications and convenient booking and handling processes across all airline brands and other business segments within the Group.

Schuetz (48) has more than 20 years of IT experience and has been working for the Lufthansa Group since 2005. He has a PhD in Physics and was initially Chief Operating Officer Infrastructure Services at Lufthansa Systems, an IT subsidiary of the Lufthansa Group. In 2010, he took over the responsibility for the IT area of the freight subsidiary Lufthansa Cargo, before he was appointed CIO of the largest business segment Lufthansa Passenger Airlines in 2014 and became CIO of all Lufthansa Group

airlines in 2016. Prior to that, he has worked in the finance industry for over ten years and held various leadership positions in IT services organizations.



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## LUFTHANSA

REVENUE

**31.6** BILLION €

EMPLOYEES

**123** K

BASED IN

**GERMANY**



**Lufthansa Group**

### DETAIL

Lufthansa ranks among the top ten airlines in the world in terms of size and is the second largest European airline. From its Frankfurt and Munich hubs, Lufthansa flies to 202 destinations in 78 countries. Besides its passenger business, the aviation group comprises divisions for cargo, aircraft maintenance, IT and catering.

### PRESS

- Wechsel von Lufthansa Cargo: Schütz neuer CIO bei Lufthansa Passage
- Dr. Roland Schütz ab sofort Chief Information Officer (CIO) aller Fluglinien in der Lufthansa Group
- Dr Roland Schütz named Chief Information Officer (CIO) of all Lufthansa Group airlines - effective immediately

### VITA

Jan 2016 – Present: EVP and CIO Lufthansa Group Airlines and Digital Initiatives at Lufthansa Group  
Jun 2014 – Dec 2015: CIO of Lufthansa, SVP Information Management & CIO Lufthansa Passage  
Nov 2005 – Oct 2010: COO of Lufthansa,  
Mar 1996 – Oct 2005: Head of System Technology at Fiducia IT AG

### EDUCATION

1993 – 1996: University of Karlsruhe (TH): Dr. rer. nat., Physics  
1987 – 1993: University of Karlsruhe (TH): Dipl. Phys.  
1978 – 1987: Kepler Gymnasium, Freiburg, Abitur





# URSULA SORITSCH-RENIER

**U**rsula Soritsch-Renier is skilled in complex change and transformational initiatives with extensive success in program and project management. She has expertise in strategy, business, data analysis and negotiations. Soritsch-Renier is a leader with a track record of effectively managing global staff. Excellent communication skills in four languages with proven track record managing cultural diversity.



VITA	
2013 – Present:	Group CIO of Sulzer Management AG, Switzerland
2009 – 2013:	Global Head of IT Strategy, PMO and Architecture Novartis Vaccines and Diagnostics Cambridge, USA
2006 – 2009:	Director, Information Management and Quality & Regulatory Philips Healthcare, Andover, USA
2003 – 2006:	Global Program Manager – IT Enterprise Strategy & Architecture of Philips International / Corporate IT, Eindhoven, Netherlands
2001 – 2003:	Senior Product Marketing Manager – Digital Networks Philips Consumer Electronics, Eindhoven, Netherlands
2000 – 2001:	Global Product Manager – Digital High-end Television Philips Consumer Electronics, Bruges, Belgium
1997 – 2000:	Global IT Process Systems Manager of Philips Consumer Electronics, Eindhoven, Netherlands
1995 – 1997:	IT Project Manager Philips Consumer Electronics Vienna, Austria

## IT-STRATEGY

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- How digitalized is your company?  
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## EDUCATION

- 1990 – 1995: Computer Science at University of Vienna
- 1993 MBA Economics and Computer Science, Edinburgh
- 1986 – 1988: Diplom in Economics, Finance, Computer Science at WIFI college

## PRESS

- Published
- Perfekt will jeder – agil trauen sich wenige
  - „Meint sie es wirklich ernst mit ihrer Karriere?“
- Portraits/Interviews
- Wie die IT-Chefin den Wandel bewerkstelligt
  - The Excitement of Leading Transformative Change
  - Sulzer-CIO: „IT ist kontrolliertes Chaos“
  - Österreicherin gewinnt Swiss CIO Award 2014
  - Die Chefinnen der Zukunft
  - Wie die IT-Chefin den Wandel bewerkstelligt
  - Ich sehe mich selbst als proaktiven CIO
  - Ich bin kein Nerd
  - Portrait: Die Strategin
- LIVE
- Presentation at the annual CIO summit in Barcelona November 2015 (You can create a profile 'for free' and watch three sessions)
  - Interview at Nasscom in Mumbai, India February 2016: ‚How Does Disruption Effect Jobs‘

# SULZER

REVENUE **2.81** BILLION €

EMPLOYEES **14** K

BASED IN **SWITZERLAND**

**SULZER**

## DETAIL

**Sulzer**, headquartered in Winterthur since 1834, specializes in pumping solutions, rotating equipment maintenance and services as well as separation, reaction, and mixing technology. The company is a leading provider in its key markets: oil and gas, power, and water. Sulzer serves clients around the world through a network of over 150 production and service sites, and it has a strong footprint in emerging markets.

### Projects:

- Pioneered the first revenue producing Internet of Things end-customer service. Leading cross-divisional and cross-functional business teams towards Sulzer's digital transformation, increasing revenue through value added services.
- Establishing one global Sulzer IT (centralization) out of previously decentralized Divisional IT to enable the re-organization of Sulzer to one integrated company focusing on three key markets.
- Enterprise Architecture as a strategic asset into the IT organization.
- IT as a strategic business partner for revenue generating IT projects

## AWARDS

- Swiss CIO Award 2014



## RICCARDO SPERRLE

**R**iccardo P. Sperrle has executed several management roles in the IT industries as well as in the Consulting and Retail Business.

In 2011 he joined the Unternehmensgruppe Tengelmann where he first started as CIO from Kaisers Tengelmann, the grocery business. In 2013 he took over the role as group CIO.

Prior to that, he was managing director at Media-Saturn IT Service GmbH, the IT company for Europe's biggest consumer electronics retailer. He focused his work on enterprise architecture and software development.

Before he worked on the user side he spent many years in the IT service industry where he held several top-level positions at companies like Atos Origin, Unilog or Manugistics.

He started his career as management consultant for ERP and SCM topics with Wassermann and Kurt Salmon.

Riccardo P. Sperrle studied physics, biochemistry and biology in Berlin and holds a degree as Diplom-Physiker.

### EDUCATION

- Diplom in Physics (Biophysics) from Freie Universität Berlin



### IT-STRATEGY

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### DETAILS

With its modern structure and international outlook, the Tengelmann Group is a multi-sector retailer. Today, the Tengelmann Group holds shares in 77 companies which represents revenues of approximately 27 billion euros and more than 210,000 employees.

Its divisions include OBI DIY stores, the fashion and non-food discounter KiK, babymarkt.de, Trei Real Estate and Tengelmann Ventures as well as Emil Capital Partners in the US.

## TENGELMANN

REVENUE

8.2 BILLION €

EMPLOYEES

210 K

BASED IN

GERMANY



The holding company is located in Mülheim an der Ruhr, where the long-established family business was founded in 1867. Operational management of the Group is now in the hands of the fifth generation of the family headed by Karl-Erivan W. Haub (CEO and Managing Partner).

Ecological and sociopolitical commitment is a high priority for the Tengelmann Group, which has won many awards for its energetic environmental protection program symbolized by Tengelmann's own "Frog and Turtle" environmental seal. The launch of the Tengelmann Climate Initiative in 2007 is a logical continuation of this commitment.





# DAVID THORNEWILL



**D**avid Thornevill is CIO, Goba Business Services & Corporate Center of Deutsche Post DHL Group, a german mail and logistics company. He is focused on finding new ways of doing things: "Using data in more value creating ways. Helping people realize what tools, systems, digitization could bring to them, how it could change their jobs, perhaps change their life. Certainly it changes the way, we do our business – sometimes new things, sometimes doing things more efficiently perhaps it can bring excitements into jobs as well", he told us in the CIOmove interview. His priority in IT strategy is to look after business partners and colleagues make sure adress- ing their needs. "It also means learning new things, it means bringing new people on board, bringing new talents and developing them. Talents we haven't already used in the past."



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## DEUTSCHE POST DHL GROUP



## DETAILS

Deutsche Post DHL Group is the world's leading logistics and mail communications company. The Group is focused on being the first choice for customers, employees and investors in its core business areas worldwide. It makes a positive contribution to the world by connecting people and enabling global trade while being committed to responsible business practices and corporate citizenship.

Deutsche Post DHL Group operates under two brands: Deutsche Post is Europe's leading postal service provider. DHL is uniquely positioned in the world's growth markets, with a comprehensive range of international express, freight transportation, e-commerce, and supply chain management services.

Deutsche Post DHL Group employs more than 480,000 employees in over 220 countries and territories world-wide. The Group generated revenues of more than 56 billion Euros in 2014.



## PRESS

- The CIO's big data challenge: Asking the right questions, connecting the dots
- David Thornevill von Essen, Deutsche Post DHL
- Was liest eigentlich David Thornevill?
- DHL macht den Cloud-Computing-Praxistest

## VITA

- Sep 2008 – Present: CIO, Goba Business Services & Corporate Center
- Mar 2007 – Aug 2008: SVP, Head of Transformation Programs of DHL, Prague, Czech Republic
- Jul 2005 – Feb 2007: VP, Head of Professional Services of DHL, Prague, Czech Republic
- Jan 2004 – Jun 2005: VP, European Program Management of DHL, Prague, Czech Republic
- May 2002 – Dec 2003: Director, Program Management of DHL, Scottsdale, AZ
- Feb 2001 – Apr 2002: CEO of DirXon, Inc, Tempe, AZ
- Aug 1999 – Feb 2001: Controller and Chief of Staff of ON Semiconductor

## EDUCATION

- 1998: Thunderbird School of Global Management, MBA, International Management
- 1983 – 1986: Hochschule München, BSc, Information Systems



# JOSÉ VALIÑO BLANCO



**J**ose Valiño is a ABANCA CIO since year 2014 and Deputy General Director (DGA). For 10 years was CIO of Caixa Galicia who joined the galician Banks merger 2010-2011 under NCG name ...

Previous experience mainly in Consulting Services: Partner Europa Management (now integrated in ATOS), Andersen Consulting (now Accenture) for more than 17 years, working mainly for Banking clients in Spain, Latam and US Advanced Information Practices, (Chicago). During the 90's was Chairman of Meta Group Spain and Portugal (now Gartner Group).

He is also President of "Architecture Innovation Committee" from COAS, a cooperation arm of the Spanish Banking Association and member of the board of several venture technological firms as "Hal Cash" and others ...

His background is Ms Industrial Engineering from the Madrid Politechnical University and Tuck School (Darmouth) of School of Business and Babson College.

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## ABANCA

AUM **56** BILLION € (2014) EMPLOYEES **5.9** K

BASED IN SPAIN



## DETAILS

ABANCA Corporación Bancaria, S.A. is a Spanish bank. It was created in 2011 following the "bankisation" of Novacaixagalicia savings bank.

ABANCA is one of the main financial institutions of the Spanish market by volume of assets.

The bank is based in Galicia and is committed to a new way of doing banking based on what they call „Sentir Común“, with very clear values: responsibility, reliability, quality and innovation.

ABANCA has a network of around 700 offices in Spain and 9 other countries.

In Galicia, ABANCA is present in 87% of the municipalities. Outside Galicia, ABANCA has a commercial network of 114 offices, with a special presence in León, Asturias and Madrid.

In December 2014 the company announced the merger of NCG Banco, S.A. with Banco Echeverría, S.A. The company changed its legal name to ABANCA Corporación Bancaria, S.A. with headquarters in Betanzos, the former headquarters of Banco Echeverría.



### VITA

- May 2014 - present: Director General, IT; Information, Procesos y Operaciones at ABANCA
- Dec 2010 - Nov 2011: CIO (DG Adjunto Sistemas) at Nova CaixaGalicia
- Feb 2000 - Nov 2010: DGA Sistemas (CIO) at Caixa Galicia
- Jan 2000 - Dec 2005: Presidente at Softgal
- Oct 1989 - Dec 2000: Partner at Europa magement
- Apr 1995 - Dec 1999: Chairman of META Group Iberia
- 1982 - 1989: Senior Manager at Andersen Consulting (now Accenture)
- 1982 - 1987: Manager at Arthur Andersen

### EDUCATION

- 2000 - 2001: Tuck School of Business at Dartmouth, Exec Education, Business & Operations
- Universidad Politecnica de Madrid, Mslngeniería Industrial, Master of Science (MS), Industrial Engineering, NuclearInformation Systems



## ANGELA WEISSENBERGER

Focus of **Angela Weissenberger's** work at STADA to date were the development and implementation of a group-wide IT strategy, the introduction of an IT Service Management according to ITIL and the set-up of a Requirement Management as well as the execution of numerous international IT projects such as SAP implementations, roll-outs, introduction of new software solutions, projects for harmonizations, optimizations, integrations and digitalization, mergers after acquisitions, carve outs, etc.

Furthermore, Angela together with her team successfully conducted various outsourcing projects also in relation to changes of providers and complex transitions.

One key aspect within the scope of the IT strategy was for Angela the elaboration of a new IT sourcing strategy. As a result and in agreement with the Executive Board of STADA, the set-up of an internal IT Shared Service Center "STADA IT SOLUTIONS" was established successfully in Serbia in 2014.

In addition to her responsibility as Senior Vice President IT / CIO of STADA, Angela took over the General Manage-

ment of "STADA IT SOLUTIONS" which provides IT services as well as IT solutions and carries out IT operations and IT projects as a partner of the business units for the STADA Group internationally.

Angela was awarded several times in the category of Major Enterprises at the election of "CIO of the Year" in the German speaking countries. – She is one of the influential women in the IT sector.



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## STADA

REVENUE **2.1** BILLION € EMPLOYEES **10.8** K

BASED IN  
**GERMANY**



### DETAILS

STADA is a globally active, independent health care company and one of the leading manufacturers of high-quality and low-cost generics as well as well-known branded products for more than 120 years.



### VITA

- 2016 - Present: Senior Vice President IT / CIO STADA in Bad Vilbel
- 2013 - Present: General Manager for STADA IT Solutions in Belgrad, Serbia
- 2010 - 2016: Vice President IT / CIO STADA in Bad Vilbel
- 2000 - 2010: CIO Group of The Lorenz Bahlsen Snack-World GmbH & Co. KG in Neu-Isenburg
- 1992 - 2000: IT Department Lead & International Project Manager Bahlsen KG, Hanover
- 1991 - 1992: Project Manager & Application Developer in the area of standard software development for Gesellschaft für Systemforschung und Dienstleistungen im Gesundheitswesen mbH Berlin

### PRESS

- Stada gründet Shared-Service-Center (STADA establishes Shared Service Center)
- Top 10 CIO Weissenberger geht zu Stada (Top 10 CIO Weissenberger changes to STADA)
- iPad statt Folder – So geht CRM heute (iPad instead of Folder – how CRM works today)

### AWARDS

- 2008 "Top 10 CIOs of the year" in the category of Major Companies
- 2014 & 2007 „Top 20 CIOs of the year“ in the category of Major Companies



Véronique Homolla,  
coach of Andreas Homolla



Carol Krcmar,  
coach of Helmut Krcmar



Bledi Seoulou,  
coach of Auger Seoulou



Blanca Nieves Contino, coach of Paul Contino



Nicole Mehrtens, coach of Matthias Mehrtens

# SPOUSES 2017

Who made CIOmove even more joyful



Beate Hasenzahl,  
coach of Stefan Krampen



Anastasia Gerasina,  
coach of Alexey Khorunzhiy



Martina Loechle,  
coach of Michael Loechle



Sebastian Kiendl,  
coach of Angela Weissenberger



Anna Henkel,  
coach of Tom Henkel



James Renier,  
coach of Ursula Soritsch-Renier



Carola Dekkers,  
coach of Guus Dekkers



Petra Thornewill von Essen,  
coach of David Thornewill



Luciana Batos Almeida,  
coach of Dario Almeida



Belmin Marangoz,  
coach of Kaan Marangoz



Imke Altgassen (left), coach of Dirk Altgassen,  
and Bettina Müller, coach of Dirk Müller



Ayuska Motha, coach of Uli Baeumer, Francesca Balu, coach  
of Sundi Balu and Belmin Marangoz, coach of Kaan Marangoz



Dolores Antoinette Langer, coach of Art Langer, Gabriela  
Niziolek, coach of Marek Niziolek and Ayuska Motha, coach  
of Uli Baeumer



Gabriela Niziolek, coach of Marek Niziolek (left) and  
Katarzyna Joanna Katrycz, coach of Markus Ehrle

**BELGIUM IN BRIEF**

Belgium is full, but nobody is noticing: 371 inhabitants share one square kilometer. There is hardly another country in the world that is more densely populated. 11.3 million Belgians enjoy chocolate AND beer with flavors ranging from cherry to strawberry. More than 1 million people live – for the most part peacefully – in the capital Brussels. If you ride your bike 4 hours south from there, you will be in France. To the Netherlands it takes only 3–4 hours on the bike path, depending on the direction of the wind.

Flemings and Walloons have formed their own state here 187 years ago, mostly ignored by world history. Belgium only appears in the news when world powers fight in Waterloo or in the Ardennes, when countries leave the EU or when terrorists attack. “The country is small”, says Dirk Altgassen, CIO and CDO of the Belgian company Etex. “It is a small market, but very active, with many hidden champions.” He counts Etex as being one of them.



Expats in Belgium

# AMONGST HIDDEN CHAMPIONS

*Dirk Altgassen is the Group CIO of the Belgian Holding company Etex since 2015. The German expat explains what he likes about Belgium and what is not working for him there.*

**Is Eternit really a subsidiary of Etex? Is this Brussels really still in Belgium?**

Arriving at the Etex headquarters visitors can have doubts. The road meanders through the landscape of an English park only a few kilometers from the European power center. On the right a lake with rowing boats and then hidden between many old trees, a mansion in the style of an English country residence. This is where the 2.9 billion building material corporation Etex resides which is known among others for its roof tiles, insulation panels and the famous Eternit fiber cement boards.

An explanation for non-experts: Eternit siding consists of those big grey corrugated fiber cement sheets which, for a while, covered half of Central Europe. Every industrial park was clad in that mouse grey color. There was hardly a farmer who had not covered his barn with them. Eternit had swept the market since 1903, it was lighter than clay roof tiles and it was fireproof thanks to the popular asbestos fibers. In livestock barns it did not build up condensation like other materials. Farmers loved Eternit, pigs loved Eternit, firemen loved Eternit – until we found out about asbestos – but that is another story.

Here in the posh suburb of Brussels there is nothing to see of the killer app of building materials. Paul Van Oyen, CEO since 2015, finds the country residence almost too idyllic. He would prefer a modern office building close to the airport. Moreover, he would prefer Etex to be more than a financial holding company. However, that is not the case at the moment. 102 companies in 42 countries organized into 4 divisions live under the Etex roof. Many famous products like Eternit have their own life story. “We are living the

history of Thyssen Krupp” says Dirk Altgassen, “even if we are only dealing with around 3 billion sales and only around 100 companies.”

15 years ago Etex Holding introduced SAP to bring a little order to the company structure. “Around 90% of all sales run through the SAP system”, estimates Altgassen. There are still “only” 120 employees in Belgium. Another 130 employees are scattered around the world and report to him on a dotted line. Altgassen is currently on a whirlwind tour through all the countries. 60% of his time is spent on the road to promote Office 365 and other solutions from the central office. Right now he is travelling in France, UK and Chile. 10,000 users already use Microsoft from the Cloud which is all of the 15,000 employees who work at a computer. “This was the bait”, says Altgassen. Together with his nine direct reports he wants to promote more synergy through IT.

Altgassen’s team is typical for Belgium. The direct reports are two British, two German and six Belgian team members. “It does not matter here whether you are a Flame or a Walloon. Since everyone speaks English, you won’t even notice”, says Altgassen. In a country that you can traverse by bike in 7 hours, every company needs to be international. IT locals like to flock together to enjoy their uniqueness (cherry beer) and to elect the CIO of the Year for Belgium. The IT publication “data news” has nominated Altgassen for this title even though he is German. “Belgium has a supporting culture”, comments the CIO. But in the end it was Bjorn Van Reet, CIO of Kinopolis Group, who won the award – maybe because his company is much better known in public.

Altgassen says the topics are the same in Belgium as elsewhere. “We do not live on a different planet.” Upon longer consideration he thinks of a few typical Belgian traits:

1. When Belgians talk about digitalization they talk more about new business models and less about processes and better customer relations.
2. Belgians are very open to innovations. We talk a lot about new products, services and platforms.
3. I have a feeling that Belgians are more oriented towards relationships rather than processes. More gets decided via direct communication with the involved parties than in Germany.
4. My impression is that the BIG Five play a larger role in consulting, which does not mean that the daily rates of Deloitte, KPMG, PWS, E&Y and Accenture are any different.
5. Mobile service is more expensive – and worse.

There are three things for which Altgassen has received praise in Belgium:

- The strategy roadmap will be implemented – what was planned, will be executed.
- Things that used to take forever are now completed faster.
- Responsibility is assigned clearly. “Somebody has to wear the hat”, says Altgassen.

Criticism was voiced on one topic. The direct reports thought the consultants that Altgassen hired were superfluous. The CIO wanted to bring in different perspectives, but in the eyes of the team the consultants only created a threat. This could only be solved by an honest conversation over some beers for which Belgium can offer a wide variety. “Cherry beer is impossible”, according to Altgassen, but “Vedett extra blond” is a beer he even takes home to Germany where he spends his weekends in Düsseldorf.



**TOPICS OF DIRK ALTGASSEN**

1. The client management system for Etex will be put up for a worldwide bid next year. Who can share experience?
2. How do I create a business owner culture where the owners do not try to avoid IT responsibility?
3. What has to happen to make good use of SAP S/4 Hana?

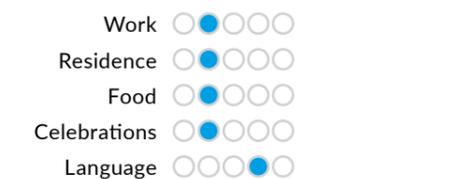


Building material of Etex

**BELGIUM ACCORDING TO THE EXPAT**

Dirk Altgassen has travelled the world as a consultant, as the CIO for the Germany company Grohe and now as the group CIO for Etex. As a German expat he judges the quality of life in Belgium on a scale from 1 (world’s best) to 5 (not so exciting)

**Quality of Life in Belgium**





Angela Weissenberger and Novica Bosnić, head of Stada's Competence Center SAP in Belgrade

### Stada in Serbia

## READY FOR S/4

Financial investors Bain and Cinven took over the pharmaceutical company Stada in August 2017. They had to put 5.4 billion euros on the table for a 65% share of the maker of generic pharmaceuticals. Included was the best Serbian SAP knowhow.

**CIO Angela Weißenberger** strolls along Wilhelminian style buildings with crumbling facades, cafés with plush armchairs, the Polish Euro-Bank, the Austrian Erste Bank, the Lacoste store, H&M and Zara to get to her second work place in the heart of Belgrade. The Zara building is her destination. This is where the CIO of the pharmaceutical corporation with German origin works at least once a month in the office of "Stada IT Solutions".

This shared service center is probably the only one in the world that is situated in a pedestrian zone. This is the best real estate in Serbia. Airbnb prices fluctuate here from 12 to 34 euros per bed. How did Stada end up here? Weißenberger, who has been managing Stada IT since 2010, explains: "In 2012 we reshaped our sourcing strategy. We had too many externals in our bread and butter business." Weißenberger developed the proposal to outsource these tasks 'near shore' to a Corporate Shared Service Center in a country where Stada was already present and where it already had an expandable IT department. "Only Russia and Serbia qualified" said Weißenberger. And here in the middle of the pedestrian zone of Belgrade the company owned real estate that could be used.

The production of Stada in Nizhny Novgorod, 400 km east of Moscow, is far from the headquarters in Bad Vilbel close to Frankfurt. Moscow itself is more expensive than most other capitals. Serbia and Belgrade are closer and more affordable. The flight from Frankfurt is close to two hours. Around seven million Serbians live at a relatively low level of the world economy and are still emotionally torn between the EU and Russia. Weißenberger notes: "For us the advantage is that international IT meetings can take place the easiest in Serbia because neither EU citizens nor Russians need a visa to come here."

Serbia has had the status of an EU membership candidate since 2012, just as Montenegro and Albania. Slovenia and Croatia are already part of the EU. The President of Serbia Aleksandar Vučić is asking for a quick admission to the EU since most of the EU demands have already been met. EU commissioner Johannes Hahn who is responsible for the EU expansion finds fault with a lack of distribution of power, freedom of press and a not strict enough approach in fighting corruption and organized crime. An EU membership would therefore probably only be realized at the earliest between 2019 and 2025.

Young Serbians are frustrated by this vague date. Twelve percent of them are without work. Even the highly educated cannot find the work for which they are qualified. Tamara Radivojević is one of them. She is preparing for her second degree in mathematics at the University of Belgrade while she works at Stada IT Solutions where she digs deeper into the SAP world. She is part of the already third generation of students that are being trained by Stada in their "Junior Academy". The company hires almost all its graduates. "Tamara is one of our stars", says Weißenberger while the young Serbian smiles shyly.

The 'Junior Academy' pays off for Stada for the following three reasons:

1. Students come with a solid base education. The University of Belgrade with its 90,000 students has a good reputation. And the other universities in this metropolis of 2 million people are not bad either.

#### STADA FACT SHEET

**Sales:** 2.17 billion euros (2016)

Two thirds are sales of generic pharmaceuticals, one third are brands like "APO-go" (Parkinson medication) or "Grippostad" and "Snup".

**Employees:** 10900 (2016)

#### IT-Organization:

270 employees, 70 at the headquarters in Bad Vilbel and 105 in the Belgrade Shared Service Center

**Budget:** almost 50 million euros

#### IT outsourcing:

Fujitsu TDG/Scheer



The Serbian broadcasting service loves to report about the corporate service center „Stada IT Solution“. They would like to have more success stories like this.



Angela Weissenberger recruiting students for Stada's „Junior Academy“.

2. Language is not a problem. Students speak English fluently, some also German. All know that their native tongue will not get them far. The whole city has adapted. Cyrillic is still seen on street signs, but hardly on advertising boards.

3. Nobody leaves the company quickly. Stada IT Solutions in Belgrade has a fluctuation of only 7% per year. Other attractive employers are rare. Weissenberger says: "We are somewhat unique here. Even SAP can only offer regional projects in Serbia. In our company, however, colleagues can work on international projects."

One example is the integration of Thornton & Ross. Stada bought the English company in 2014. Others were added in Australia, Argentina and other places. More than 100 companies now belong to Stada. If Weissenberger had her say they all would be integrated into SAP as soon as possible.

Stada has been working on internationalization since 1986. 11,000 employees now work in 125 countries. The main market is still Germany with 30% of sales, but other markets are getting stronger. Italy is shining with its growth. Other countries like Vietnam are now among the top ten of generic and home brand pharmaceuticals sales. Stada has been listed on the German stock market MDax since 2001. Since then it has quadrupled its sales.

Due to rapid growth and acquisitions over 10 years, three regional SAP systems have proliferated within the company: one for Western Europe, one for Southeastern Europe and one for the countries of the former Soviet

Union. Top management is thinking about creating a unified SAP landscape. Weissenberger thinks this is an excellent idea." If we create this unified SAP landscape, we will do it on the basis of S/4 Hana. Important innovations happen only on S/4."

With the second release (10/16) change has already become interesting for Stada. Now, Weissenberger would be happy if she could change to the third release (09/17)). For more than a year the colleagues from Belgrade together with colleagues from Bad Vilbel and Nizhny Novgorod have been thinking about the topic of S/4. Tamara Radivojević and her mentors, however, are still working on getting Thornton & Ross on the West European Standard of ERP ECC 6.0. "We are using the West European system for Thornton & Ross since the UK belongs to Europe, says Weissenberger "This system would also be the basis for the global S/4 since it is the biggest system and it is the one that is most in line with corporate business processes."

Weissenberger considers the architectural change to be as fundamental as the jump from R/2 to R/3. "Strong real time processing was seriously overdue. If you consider CO-PA, it really is 20 years too late." Stada strongly values the harmonization and standardization of processes on the basis of a unified systems landscape. This means for Angela Weissenberger that in the future she will probably stroll more than once a month along the Belgrade pedestrian zone. Already more IT employees work in Belgrade than in Bad Vilbel. And maybe one day the crumbling Wilhelminian facades will also be restored.

**WEISSENBERGER'S AGENDA:  
TOPIC SUGGESTIONS FOR THE  
NEXT CIOMOVE**

1. SAP S/4 Hana – who is joining?
2. Security:
  - What are the new features?
  - What does the market in Israel have to offer?
  - What does Israel have to offer in Endpoint-Security?

**SERBIA – AS JUDGED  
BY THE EXPAT**

As a German expat Angela Weissenberger judges the quality of life for a CIO in Serbia on a scale of 1 (world's best) to 5 (not so exciting)

**Quality of Life in Serbia**



# “FUNDING INCREASED”

Allianz, BASF, Bayer and Volkswagen started their own defense company to fight attackers. Daniel Hartert, CIO of Bayer, explains why.



Daniel Hartert, CIO of Bayer, and one of the founders of the “Deutsche Cyber Security Organization”

**CIOmove:** Cybercrime is heavily affecting the global economy. How can we fight it?

**Daniel Hartert:** Mainly I see three areas which are prompting the need for cyber security. The first is: All companies, regardless of industry, are providing a higher level of exposure to attack. Second, companies are more digitized today, which is great, but it also means that hackers find more interesting data and that makes attacks more lucrative. And last but not least, funding in cybercrime has increased, resulting in a dramatic rise in the level of sophistication.

**CIOmove:** Could you elaborate on what you mean by a higher level of exposure to attack that companies are providing?

**Daniel Hartert:** In the not-so-distant past, we mostly worked inside the company. Employees were using internal PC environments, and we had a big wall around us. Now we have a rapid expansion of digital devices. Employees are connected via smartphones, tablets, etc. This high volume of digital devices and access points expands the possibilities for attack. We have to realize that we are more vulnerable simply because we have enhanced our connectivity and increased our exposure to the general public. So that right there is one important starting point for cyber security.

**CIOmove:** Besides the fact that there are more potential points of attack you also say that companies are more attractive to hackers today.

**Daniel Hartert:** The content hackers can find is definitely more interesting today. Thirty years ago, everything was on paper, so there was not much to steal digitally by hacking. Now most aspects of what a company does – research, intellectual property, processes, including the production process landscape – is digital. And once you’ve hacked a company, you have a real treasure box of things you can exploit. So it has become much more lucrative to break in, as it were. Hackers find more than they did in the past.

**CIOmove:** In other words, hackers can really get full control of any business or company operations?

**Daniel Hartert:** That’s right. It’s not just about documents and data. All processes in a company are basically steered by systems with which hackers can interfere. They could basically change a process, whether it’s manufacturing a car or producing a drug. Anything can be disrupted if a company doesn’t take the right measures to protect itself.

**CIOmove:** You are CIO of Bayer, a global life sciences company. If you compare the threat on a global level and on a country level, for example in Germany, are there any differences in terms of specific threat scenarios?

**Daniel Hartert:** I would have to say no, because the Internet by nature is global. We know that attackers are not necessarily out in force everywhere in the world. But they attack wherever a private person or company is vulnerable. If a global company leaves the door open in the Philippines, hackers enter through the Philippines. If it’s in Germany, they enter in Germany. But governments have implemented laws to enforce a certain level of protection, such as the Critical Infrastructure policy in Germany. The degree of enforcement differs a lot from country to country.

**CIOmove:** And what does Bayer do specifically to protect itself?

**Daniel Hartert:** I am sure you understand why I can’t talk about our cyber defense strategy in detail. But when I talk to colleagues in similar CIO positions in other companies, I see comparable approaches:

- (1) Securing the global infrastructure and applications, i.e. the technical aspect;
- (2) Running ongoing awareness campaigns across the entire user community, and
- (3) Using information classification to define what data is most confidential or public. I think most companies are working along these lines and so are we. The difference is most likely our engagement with the DCSO.

**CIOmove:** You mean the Deutsche Cyber Security Organization, founded by you and other industry partners?

**Daniel Hartert:** Yes. The DCSO is a unique joint venture, especially in Europe. It all started in 2014 when the CIOs of BASF, Allianz, Volkswagen and Bayer were sitting together talking about the significant challenges in the field of cyber security. We realized that we all face similar challenges and that we all spend a lot of effort, money, and resources on similar measures, for example evaluating new software tools that claim to make our companies more secure, implementing new hardware, subscribing to various consulting services that notify us of potential, upcoming cyber-attacks. It was totally inefficient. But there was a paradigm of individual companies not talking about cyber-attacks, for fear of damaging their reputation if they made attacks transparent.

**CIOmove:** But you didn’t accept that paradigm? What ultimately happened?

**Daniel Hartert:** Our initial idea was, “Why don’t we join forces?” We just didn’t know how far we could go as individual companies. At that point in the discussion, we found a solution: Why not create something like a nation-wide accepted entity that basically acts as a competence center for the German economy, including possibly the government as well. That way, when operating on German territory and under German laws, we would be sure of having a means of establishing a higher level of protection by joining forces.

**CIOmove:** How is the DCSO set up and how does it operate?

**Daniel Hartert:** In the beginning, we did some research to determine what would be the right model for such a setup, also from a legal point of view. The conclusion was to form a “GmbH” (like “Ltd.” in the UK) owned equally by the four

founding companies. In the initial phase, we addressed the potential service and competency portfolio of the startup, including an assessment of the probability of success. This involved questions such as whether we would be able to attract the required talents, to establish and scale up services as needed, and so on. But in order to create a truly differentiated approach, and thus generate tangible added value, we also agreed that DCSO should not just be a service provider, but also a hub for sharing information and developing joint cyber defense strategies, and a highly trusted national institution in the field of cyber security.

**CIOMove:** Does the DCSO have a platform for sharing information that it provides to its members? How does this process of exchange and collaboration work?

**Daniel Hartert:** There are the four founders, plus additional customers acquired in the meantime in the German market. Apart from our customer base, we also created an Advisory Board, which many other companies have joined, such as Bertelsmann, BMW, Daimler and Axel Springer, but also renowned institutions, such as two of the Fraunhofer institutes. We are also very happy that the Ministry of the Interior (BMI) and thus its Federal Office for Information Technology (BSI) has joined the Advisory Board. The purpose of the Advisory Board is to exchange information on current developments in cyber security, but also to define what the DCSO should focus on going forward, what topics are most interesting to work on jointly, and to possibly turn them into new services. We therefore established various working groups for various topics, such as Cloud Vendor Assessment or Information Security Architecture.

**CIOMove:** What specific services does the DCSO offer its customers?

**Daniel Hartert:** DCSO provides a multitude of services which provide added value and benefit from the sharing approach, including information sharing services, such as Technology Scouting and Evaluation, Audit and Cloud Vendor Assessment, cyber defense services, such as Threat Detection and Hunting, Threat Intelligence and Incident Response, and last but not least professional services related to Governance, Risk and Compliance and Technical Consulting.

**CIOMove:** The DCSO was founded in November 2015. What is its current status? Is the DCSO established in the market?

**Daniel Hartert:** The DCSO is still in startup mode and located in Berlin. But it is developing very well, which is also true of its workforce. We now have 75 employees with very specific backgrounds in cyber and information security. The level of competence is absolutely remarkable, and DCSO management has been able to channel that competence into very meaningful and professional services.

**CIOMove:** What are the next steps in terms of business development at the DCSO?

**Daniel Hartert:** The four founders resolved to have DCSO management, in particular its CEO Gunnar Siebert, expand the customer network to increase the level of sharing and thus achieve a higher degree of intelligence and value generation. The four shareholders, Allianz, BASF, Bayer and Volkswagen, have no financial interest in the DCSO. Their main focus is on continuing to build competence, so any potential profits are reinvested in innovation and employee development.

**CIOMove:** Where do you see the DCSO in five years?

**Daniel Hartert:** Our vision for the DCSO is to create a well-respected and trusted national competence center for cyber security. That will only be possible if we attract the best and most motivated people and reach a workforce size of 200 by the end of 2020.

**CIOMove:** Does that mean the customer base will be limited to German companies?

**Daniel Hartert:** Right now, the DCSO is focusing on German companies, but supports them on a global level. In order to be successful, we need to maintain that focus and avoid trying to do too many things at the same time. In the long term, we can envision expanding on the European level.

Germany

## ONE VOICE

*The German CIO-Association "Voice" grew by 15 percent in 2017. This year their most important events shall grow even more than the number of members.*

**2018** the most important events for Voice will continue to be the Annual Conference in April 2018 and the "Entscheiderforum" in September 2018. Both will take place again in Berlin. Both are open to non-members.

The annual conference focuses on the users and their experiences. Providers are neither allowed on the podium nor as participants.

The "Entscheiderforum" with its protagonists from the user community, the IT industry, politics and science deals not only with current developments in the field of digital transformation but also with the topics artificial intelligence, edge computing and enterprise architectures. Look forward to top-class speakers and exciting workshops.

Voice will also continue to strengthen their "Themenforen", which will accompany and complement the "Entscheiderforum" throughout the year. In this way, the results of the "Entscheiderforum" can be worked out even more clearly and put into practice. In addition, Voice will create practical guidelines and supporting documents for its members, such as a software asset management or a cloud checklist.

Cebit 2018 is also already being planned. However, it has not yet been completed, as the new Cejbit will not take place until next June. However, it is already certain that Voice will again be co-organiser of the IT Executive Club. We will gladly keep you informed about the exact contents.

In addition to the events, Voice continues the work in the Special Interest Groups, which primarily serve to exchange experiences, and are expanding the topics. In view of the increasingly fierce competition for talent, SIG HR has taken up its work and will be intensified in 2018. SIG AI was also founded in 2017. In addition, the Voice Academy will offer training and further education for IT specialists and executives. It will be implemented together with training companies. An AI training unit has already been set up.

Voice is also expanding a consortium benchmark, which will focus on cloud computing and digitization in 2018. The Cyber Security Competence Center will also receive further decisive facets in the coming year, which will make the service for users even more exciting. The Expert Deep Dive will be introduced next year. In these events, security experts will examine individual topics so intensively that even experienced IT security specialists can benefit from them.

Wolfgang Storck, Managing Director of Voice, is looking forward to the coming year with optimism: "We are very well positioned thematically and organizationally, and we are also in a position to step on the national and European stage in politics."



Germany's big boys at the "Entscheiderforum 2017" (from left to right): Dieter Kempf, Head of BDI, Germany's most important business association; Eberhard Kurz, CIO of German Rail; Mart Laanemäe, Ambassador of Estonia; Helmuth Ludwig, CIO of Siemens; Frank Riemensperger, Head of Accenture Germany.

### VOICE EVENTS 2018

- 01. February 2018,  
**CIO-Roundtable Hamburg**
- 22/23 February 2018,  
**Hamburg IT Strategy Days\***
- 24/25 April 2018,  
**VOICE ANNUAL CONFERENCE**
- 11. - 15. June ,2018,  
**VOICE Executive Club at CeBIT\***
- 12. - 15. September 2018,  
**VOICE ENBTSCHIEDERFORUM 2018**

\* Voice partners with the organizers of Strategy Days and Cebit



CIOmove 2017

# In depth peer discussions thanks to partners like HPE



At IESE business school in Madrid



On the train from Madrid to Barcelona



Sundi Balu, Telstra (left), with Edeltraud Leibrock, who left Union Invest in the summer.



At the port of Barcelona. In the middle: Sylvain Jouanny (blue jacket), founder of finaki, who just sold his company.



On the rooftop of eDreams Odiego: Matthias Moritz, Ex-CIO of Almirall, still based in Barcelona (in the background: La Sagrada Familia)



Stefan Krampen (left) and Volker Martens



Front row: Doro Appel, Ing (left), with Jan Babst, Logista; second row: José Valino, Abanco (l.), with Andreas Homolla, Draeger; third row: Dr Roland Schuetz, Lufthansa (l.), with Olaf Frank, MunichRe.



Carsten Bernhard



In the office of Osborne Clarke



Dr Matthias Mehrrens, Kaercher (left), with Jörg Brinkmann, Adecco



Rupert Holzbauer, hpe (right side)



At the beach in Barcelona



Amongst his followers: Paul Contino, Guthrie

**ABOUT HPE**

Hewlett Packard Enterprise Company (commonly referred to as HPE) is an American multinational enterprise information technology company based in Palo Alto, California, founded on 1 November 2015 as part of splitting of the Hewlett-Packard company. HPE is a business-focused organization with two divisions: Enterprise Group, which works in servers, storage, networking, consulting and support, and Financial Services. The split was structured so that the old Hewlett-Packard changed its name to HP Inc. and spun off Hewlett Packard Enterprise as a newly created company. HP Inc. retained the old HP's personal computer and printing business, as well as its stock-price history and original NYSE ticker symbol for Hewlett-Packard; Enterprise trades under its own ticker symbol: HPE. According to notes from 2015 HPE's revenue was slightly less than that of HP Inc. In 2017, it spun off its Enterprise Services business and merged it with Computer Sciences Corporation to become DXC Technology. It also spun off its software business and merged it with Micro Focus.

CIOmove 2017

## Great speakers and hosts thanks to partners like HCL



Professor Pascal Berrone speaking about smart cities at IESE in Madrid. IESE is one of the leading business schools in the world, Berrone one of the leading scientists doing research on smart cities.



Manas Fuloria, CEO of Nagarro, talking about innovations from India.



Stefan Krampen, CTO at HCL, about Artificial Intelligence and „What Lucy tells Alexa“. Lucy is the cognitive virtual assistant of HCL.



An amused and thoughtful audience from Brazil: Dr José Pereira from Mackenzie, Vincenzo Dragone, ex-CEO of CA in Latin America, Dario Almeida from CCEE and Eládio Bezerra from CCB (from left to right). They just realized Professor Berrone was not referring to São Paulo when speaking about smart cities.



Dorothee von Canstein, Head of Communication at IESE, the school that was originally founded by the catholic organization Opus Dei.



Matthias Spott, founder and CEO of "eightyLEO", the first (and only) European New Space company that wants to shoot satellites for the internet of things into the low earth orbit (leo). Here he explains the mixture of the "white rocket drink".



Carsten Bernhard, CTO of eDreams Odiego, one of the most successful e-commerce companies of the world. Founded in 1997, the online travel agency grew to a 5-billion-euro-business and is heavily expanding in Barcelona. Carsten was one of our hosts there.



Matthias Moritz, former CIO of Almirall, Spain's biggest pharmaceutical company. Matthias brought the Move 2017 to Spain in fact. After he left Almirall he decided, that the "Moritz Brewery" is an appropriate location for being the host - although it does not belong to his family.



Konrad Schneider, CIO of Seat (left), is also a great speaker in front of the camera. He hosted CIOmove in Martorell, the headquarters of Spain's biggest car producer, close to Barcelona



Catalina Grimalt, CIO of the port of Barcelona and also head of "Conseil de CIO de Catalunya", was hosting us in the world's second biggest port for cruise ships.



Jan Babst, CIO of Logista, one of Spain's biggest retailer with a revenue of 9.5 billion euros. Jan was our host in Madrid. In the photo he explains why Madrid is Spain's capital of soccer as well.

## ABOUT HCL

HCL Technologies helps global enterprises reimagine their businesses for the digital age. Through innovative technology solutions built around Digital, IoT, Cloud, Automation, Cybersecurity, Analytics, Infrastructure Management and Engineering Services, amongst others, we solve complex business problems for our clients. We are a 'next-generation' technology firm, driven by a unique Mode 1-2-3 strategy that not only acts as our roadmap for the future, but also a powerful model for any enterprise looking to thrive in this age of disruption. HCL operates out of 32 countries with over 116000 ideapreneurs from 140 nationalities and has consolidated revenues of USD 7 billion, for 12 months ended 31st March, 2017.

CIOmove 2017

# Driving in vintage cars thanks to partners like Nagarro



Vaibhav Gadodia, CTO of Nagarro, as side-car passenger, Riccardo Sperrle, CIO of Tengelmann, on the rear seat and their local driver.





Dr Catherine Boivie



Dirk Altgassen



Angela Weißenberger



Bernd Schäfer

Stuck in Barcelona's traffic



## nagarro

Nagarro provides technology services for digital disruption to both industry leaders and challengers. When our clients want to move fast and make things, they turn to us. We combine design, digital and data to help them outperform the competition. We distinguish ourselves by our agility, imagination and absolute commitment to our clients' business success.

Our better-known clients include Siemens, GE, Lufthansa, Viacom, Estée Lauder, ASSA ABLOY, Ericsson, DHL, Mitsubishi, BMW, the City of New York, Erste Bank, T-Systems, SAP and Infor. Working with these clients, we continually push at the boundaries of what is possible to do through technology, and in what time frame.

Dr José A. Pereira (left) and Joerg Brinkmann trying to take over control. Unfortunately only Spanish drivers were allowed to steer.

CIOmove 2017

# Perceiving Spain from a new angle thanks to partners like Pure Storage



Madrid, Teatro Calderon



Vincenzo Dragone



Madrid



Leading the troops: David Thornewill at IESE

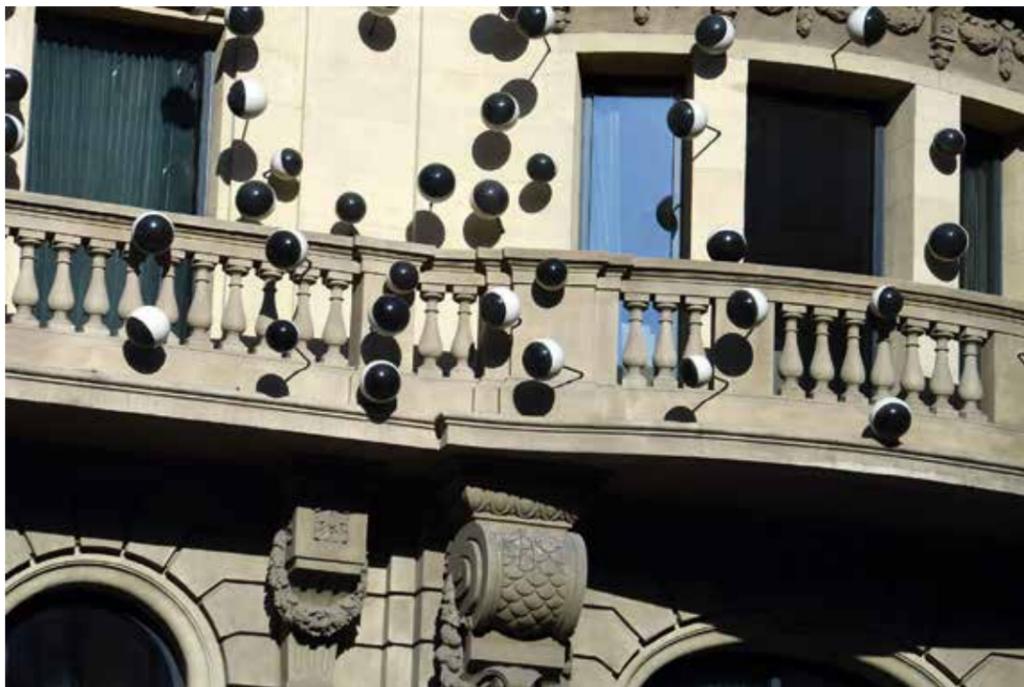


At the train to Barcelona





Barcelona



Carol and Helmut Krcmar  
in Barcelona



## ABOUT PURE STORAGE

Pure Storage helps companies push the boundaries of what's possible. Pure's end-to-end data platform – including FlashArray, FlashBlade and the converged offering with Cisco, FlashStack™ – is powered by innovative software that's cloud-connected for management from anywhere on a mobile device and supported by the Evergreen business model. The company's all-flash based technology, combined with its customer-friendly business model, drives business and IT transformation with solutions that are effortless, efficient and evergreen. With Pure's industry leading Satmetrix-certified NPS score of 83.7, Pure customers are some of the happiest in the world, and include organizations of all sizes, across an ever-expanding range of industries.



Carl McQuillan, VP Technical  
Services, at Pure Storage

CIOmove 2017

# Walks and more sport activities thanks to partners like Salesforce



Walking "La Rambla" in Barcelona. On the left in grey jacket: Markus Ehrle from Salesforce



Sightseeing in Madrid



Boule at the beach



Table tennis in Madrid



Local sportsmen in Barcelona

Our sportsmen





*Ursula Soritsch-Renier on sound pads*

*Ladies' tug of war in Barcelona*



*Heavy coffee drinking: Balkrishna Dubey and Jon Upton*



**Salesforce** pioneered the idea of CRM software in the cloud, creating a whole new economy. Today, Salesforce is the world's #1 Customer Relationship Management (CRM) platform setting the global standard for customer relationship management, customer engagement and intelligence. The Customer Success Platform empowers sales, service and marketing to better understand their customers' needs, solve their

problems, and identify opportunities by managing customer information and interactions on a single platform that's always accessible from anywhere. The company is one of the most highly valued cloud computing companies with a market capitalization above \$55 billion. The company also redefined philanthropy by its "1-1-1-model" donating one percent of its technology, people and resources to NGOs.

# SEE YOU IN ISRAEL

*CIOmove 2018 starts on April 27th in Tel Aviv and ends on May 1st in Jerusalem.*

*Apply now for a place at the fifth CIOmove!*

## Friday, April 27: Peers' Reunion

- Till 5:00 pm Check-In at Hotel Rothschild 22, Rothschild Blvd 22, Tel Aviv-Yafo; Distance from Airport Ben Gurion: 22,5 km, 23 min.
- 5:30 pm Welcome Reception  
Introducing partners and new participants
- 8:00 pm Dinner in the old city of Jaffa at "The Container"

## Saturday, April 28: Selection of Topics

- 10:00 am Match-Making  
- explaining the method  
- introducing predefined topics  
- splitting the group in three topic clusters
- 2:30 pm Preparing more topics on the buses to Israel's desert
- 4:00 pm Leisure time and dinner in the desert

## Sunday, April 29: CIO sessions in Tel Aviv

*This is the most important day for all participants:*

- 10:00 am  
till 6:00 pm: Group sessions at security companies and innovation centers (on the shortlist: Accenture, CA, Checkpoint, Checkmarx, Dell, IBM, Skybox, Telekom and Wix)

*Spouses Program:* Guided tour through the "White City" (Tel Aviv is the capital of "Bauhaus". More than 3000 buildings were built in that style during the 1930s.

- 8:00 pm Dinner with startups from Israel

## Monday, April 30: Innovation and Security Tour

- 8:30 am Departure of buses to Jerusalem (68 km)  
Baggage will be checked through to Herbert Samuel Hotel, Shamai St 25, Jerusalem
- 10:00 am Welcome address by Nir Barkat, Mayor of Jerusalem
- 11:00 am Guided Tour of Old City
- 1:00 pm Lunch at Israel Museum
- 2:00 pm Speeches by  
- Nadav Zafrir, Team 8, former General of Unit 8200, Israel's NSA  
- Ilan Abadi, CSO of Teva pharmaceuticals, Israel's biggest company  
- Jonathan Medved, CEO of Ourcrowd, investing company
- 3:00 pm Individual meetings with security startups from Israel
- 7:00 pm Farewell dinner

## Tuesday, May 1: Breakfast and individual departure

Distance to Airport Ben Gurion: 52,8 km, 43 min.

**Please note:** Participation is possible only by invitation. Our partner networks guarantee that CIOs from all industries and regions of the world will be represented. Search for the ambassador of your region at [ciomove.com/contact](http://ciomove.com/contact)



*Last year's move ended on the beach. This year we start there - just on the other side of the Mediterranean Sea.*



CIOmove 2017 to Barcelona was supported by the following partner organizations:

